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## 2021 Business Plan & Budget

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### Clerk (Corporate Services)

#### 2020 Accomplishments

##### Economic Prosperity & Innovation

##### Sustainable Growth

##### Thriving & Inclusive Communities

- Oversaw and supported 22 County Council meetings (12 regular and 10 Special), in full compliance with legislation, including statutory public meetings. No investigations were initiated.
- Due to the COVID-19 pandemic and rapidly changing Provincial legislation, ensured public accountability, transparency and good governance practices were maintained. Implemented changes to Council meeting processes (electronic meeting participation and members counting for quorum).
- Researched legislation to ensure by-laws and policies were presented to Council for timely adoption and enactment.
- Researched and revised Procedural By-law as required.
- Supported the Northumberland County Housing Corporation Board of Directors' meetings and governance work.
- Processed Freedom of Information requests under the Municipal Freedom of Information and Protection of Privacy ACT (MFIPPA). Submitted mandatory annual report to the Information and Privacy Commissioner of Ontario. Assisted staff with Privacy Breaches – reports and follow up. Provided records to requesters under Routine Disclosure policy.
- Assisted member municipalities with sensitive Council-related matters and provided consultation.
- Provided governance support and resources, and procedural advice and guidance to Council Members and County staff.
- Cultivate positive relationships with community stakeholders, the public, member municipalities and internal customers.



- Fielded numerous enquiries and educated the public through being an ambassador and champion for County services and programs, and provided opportunities to receive their feedback, and liaised with departments on their behalf.
- Trained in Indigenous Cultural Competency as part of relationship building work with Alderville First Nation.
- Monitored annual days of recognition for inclusion of proclamations on Council agendas.
- Administered Flag Policy for local/national events and recognitions.
- Communicated Council decisions to member municipalities, Provincial and Federal partners, and staff.
- Signing Authority for Plans of Subdivision under the *Planning Act*.

### **Leadership in Change**

- Council adopted staff recommendations for a new Governance Structure to enhance public and Council engagement, including the guiding principles, creation of six Standing Committees, their mandates and terms of reference, with a target implementation date of January, 2021.
- Developed staged work plan for the Governance Structure implementation, including new methodologies, templates and processes, a new principle-based Procedural By-law.
- Council adopted recommendations for Council remuneration changes.
- Condensed Closed Sessions into one sitting (rather than multiple) to save time and increase efficiency.
- Supported Warden, Council Members, Alternates and staff re: Council agenda briefings.
- Issued RFP for electronic meeting management agenda software.
- Mentored and trained Deputy Clerk/Executive Assistant to CAO staff person, and provided back up in her absence.
- Completed Business Continuity Plan.
- Consulted with Integrity Commissioner and Closed Meeting Investigator, and legal counsel as required.
- Networked with municipal staff of member municipalities, EOWC members and other local governments in Ontario.
- Created and maintained the official Council records of the municipality (By-laws, Resolutions, Open and Closed Agendas and Minutes), and department meeting agendas and minutes.
- Commissioner of Oaths services available for the public.
- Participated in training and development related to legislative services as well as WHMIS and COVID-19 protocols.

## 2021 Service Objectives & Initiatives

### Economic Prosperity & Innovation

### Sustainable Growth

### Thriving & Inclusive Communities

- Engage and educate public (residents, businesses, community agencies) in new governance structure.
- Assist with implementation of new technology and equipment to record and stream Council and Committee meetings.
- Ensure all requirements of enhanced electronic meeting management software are fulfilled and staff have necessary supports.
- Review existing policies and by-laws and provide update recommendations to Council.
- Ensure Accessibility for Ontarians with Disabilities Act (AODA) / WCAG 2.0 legislation compliance is achieved re: document accessibility.

### Leadership in Change

- Assistant Committees' Chairs and Members, staff and the public re: governance structure procedural matters.
- Enhanced electronic meeting management software:
  - Streamline workflow process for creation, review and tracking of all staff reports for Council, Committees and Boards, using enhanced electronic meeting management agenda software.
  - Provide training and support for users, including Directors, Managers and support staff.
- Develop succession plan for Deputy Clerk.
- Enhance TOMRMS file structure within Legislative Services area for easier storage, access and retrieval.
- Research best practices and monitor proposed legislation to ensure policies and procedures are presented to Council for adoption.
- Attend AMCTO Conference (Clerk & Deputy Clerk)



## Long Term Plan & Strategic Objectives

### Thriving & Inclusive Communities

- Manage and monitor Standing Committee governance structure and provide Council with recommendations as required.

### Leadership in Change

- Develop Clerk/Legislative Services Strategic Plan.
- Research and implement new technologies and processes to enhance efficiencies / LEAN initiatives.
- Continue to be a best practice advocate in municipal government.

## 2021 Issue Paper

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### Deputy Clerk Position

#### Purpose

To request a full-time, dedicated **Deputy Clerk** position within the Legislative Services (Corporate Services) area, commencing in Q1. The position will address the current resource deficit, and will assist and support all responsibilities and functions carried out within the Legislative Services area. The position will report to the Clerk.

#### Background

Northumberland County's Legislative Services area is responsible for governance and legislative compliance issues in support of statutory responsibilities provided by the *Municipal Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Personal Health Information Protection Act*, the *Municipal Conflict of Interest Act* and the *Planning Act*. Pursuant to these statutes, County policies and municipal best practices, the Clerk provides secretariat support to Council, its Committees and various Boards, documents the official records of the actions of Council, and manages notices provisions related to public meetings. As the Council designated "Head", the Clerk processes Freedom of Information requests, and provides internal and public support services including commissioning services.

The Clerk reviews and drafts the Corporation's by-laws and governance-related policies. Other responsibilities include being the liaison with the Integrity Commissioner/Closed Meeting Investigator, managing Conflict of Interest/public Declaration Registries, liaising with member municipalities, Eastern Ontario Wardens' Caucus municipalities, Provincial and Federal Ministries, and Alderville First Nation.

Northumberland County's Legislative Services area currently has one full-time position – Clerk, and a partial position – Deputy Clerk/Executive Assistant to the CAO. The latter position was created in 2014 (prior to 2014 there was a position of "Executive Assistant to CAO"). Currently the Deputy Clerk/Executive Assistant reports to the CAO. The position provides support to the CAO, the Warden and Council, and the Clerk.

The workload within the Legislative Services area has increased significantly in recent years and the existing staff are stretched beyond capacity. Competing priorities have made it increasingly difficult for the Clerk and part-time Deputy Clerk to fulfill the mandated responsibilities of the



Legislative Services area. While daily operations can be managed with the current 1.5 staff complement, key priorities and projects are at risk of not moving forward in a timely manner, or not at all.

Between 2013 – 2018 Northumberland County averaged fourteen (14) Council meetings per year. In 2019 – 2020, the County averaged twenty-one (21) Council meetings per year. Further each Council meeting agenda is much longer than past years' meeting agendas, resulting in more preparatory and post-meeting work.

The Clerk and the part-time Deputy Clerk frequently work extra hours (evenings and weekends) in order to deliver on legislated deadlines, provide excellent customer service to Council, staff and the public, and fulfill their many responsibilities.

One significant change that will impact the Legislative Services area is the implementation of a Standing Committee governance structure that is supported by Council. While the work required to get this structure up and running is considerable, the ongoing daily operations and management will be labour intensive and time-consuming.

The Legislative Services area must be fully conversant regarding new and changing Provincial legislation that impacts Council and the Corporation as a whole, and staff must react quickly as circumstances dictate.

Accessibility compliance, while important in the past, is especially critical now and moving forward. Legislation requires that exacting standards be met to ensure that all documents available to the public are accessible; this will require extra work by staff. Additionally, historic documents that cannot be made accessible by the January 1, 2021 deadline must be removed from the County website. This will include past Council meeting agendas, Council meeting minutes, by-laws, reports, etc. It is difficult to determine the public's appetite for these documents and the information within them. It is possible that in the future staff will spend time responding to calls and emails from the public who require these documents.

A key duty is the proactive and regular review of existing by-laws and policies. This ensures that required amendments are made in a timely manner, and it is an opportunity to seek out efficiencies and best practices to ensure that Northumberland County is a leader in "good governance". Currently this area is not receiving the attention it deserves.

LEAN initiatives and projects are very useful but staff are currently unable to fully engage in these due to other responsibilities.



Creating a full-time Deputy Clerk position would ensure that critical project deadlines are met, by-laws, policies and procedures are reviewed and updated, and maintaining excellent customer service for both external and internal stakeholders.

Succession planning was identified as a priority in the 2019-2023 Strategic Plan. The creation of a full-time Deputy Clerk position is an excellent opportunity to formally implement succession planning activities and provide focused mentoring.

Across Ontario, baby boomers are retiring and small municipalities struggle to attract and retain qualified staff. In our community, there is an aging demographic and this makes it even more difficult to fill specialized positions within the public sector. Succession planning is a key factor in attracting and retaining high performing employees.

A dedicated Deputy Clerk position will provide much needed additional support to the thinly resourced Legislative Services area, and help ensure that corporate knowledge is retained.

## Consultation

This Issue Paper was discussed with and reviewed by the CAO and the Corporate Services Director. It was agreed that this proposal meets the current and future needs of the organization.

Northumberland County has nine Council-approved comparators:

- Haldimand County
- Hastings County
- Lanark County
- Lennox & Addington County
- Prescott and Russell County
- Prince Edward County
- Renfrew County
- United Counties of Leeds and Grenville
- Wellington County



The chart below clearly illustrates that Northumberland County has a staffing deficit in its Legislative Services area.

**Legislative Services Staff at Northumberland County and the Nine Municipal Comparators**

|   | Clerk    | Deputy Clerk                                | Admin Support to CAO | Admin Support to Warden and/or Council                   | Other Legislative Services Positions               |
|---|----------|---|----------------------|--|--|
| <b>Northumberland County</b>                    | <b>1</b> | <b>.5</b>                                   | <b>.5</b>            | <b>Yes (part time)</b>                                   | <b>0</b>   |
| <b>Hastings County</b>                          | 1        | 1 (incl. Records Coord role)                | -                    | -  | 1 Admin Asst (meeting agendas and minutes)         |
| <b>Haldimand County</b>                         | 1        | 1 (includes POA supervision and FOI duties) | 1 Exec Asst          | 1 Exec Asst (to Mayor & Council)                         | 0  |
| <b>Lanark County</b>                            | 1        | 1 (Research Assistant)                      |                      |  | 1  |
| <b>United Counties of Leeds &amp; Grenville</b> | 1        | 2   | 1                    |  | 0  |
| <b>Wellington County</b>                        | 1        | 2   | 0                    | -  | 1 Manager of Privacy & Information<br>1 Admin Asst |
| <b>Lennox &amp; Addington County</b>            | 1        | 1 (currently vacant)                        | 1                    | Exec Asst to CAO and Warden                              | -  |
| <b>Prescott &amp; Russell County</b>            | 1        | 0   | 1                    | Exec Asst for the Warden, CAO, Clerk, and Chief of Staff | 2  |
| <b>Prince Edward County</b>                     | 1        | 1   | 1 CAO Coordinator    | 1 Exec Asst to Mayor                                     | -  |
| <b>Renfrew County</b>                           | 1        | .5  | .5                   | Yes (part time)  | -  |





Northumberland County has 1.5 staff dedicated to Legislative Services.

Eight of the nine comparators employ between 3 and 6 staff dedicated to the same area. Some municipal comparators do not offer the full range of upper-tier programs and services delivered by Northumberland County. Also notable is that the seven member municipalities within Northumberland County all employ Deputy Clerks, in addition to their Clerks.

## Options

- Option 1      Maintain existing staffing levels
- Continuing with 1 Clerk and a .5 Deputy Clerk would allow the day-to-day operations within Legislative Services to continue. However, many priorities and projects will not be undertaken, in the short and long terms. This option has risks and liabilities associated with it, as outlined in this Issue Paper.
  - Additionally, staff will be required to continue to work excessive hours to meet the day to day workload requirements.
- Option 2      Consider external supports
- The responsibilities within the Legislative Services area do not lend themselves to hiring external, contracted supports.
- Option 3      Create a full time Deputy Clerk position
- Recommended option
  - Ensure that staff with the required skill set are dedicated to the critical area of Legislative Services.

## Financial Impact

Staff consulted with Human Resources; the estimated annual financial impact for a dedicated Deputy Clerk position is:

### 2021 Salary Grid D (1820 hours)

\$54,873 (starting rate)      + \$18,766 (employer benefit costs)      = \$73,639.

\$68,559 (maximum job rate) + \$22,051 (employer benefit costs)      = \$90,610.

This position would be 100% funded through the County levy.



#### Non-financial Considerations

- Office space is available at 555 Courthouse Road; the location to be determined.

### **Risk Considerations**

The Legislative Services area fulfills many critical responsibilities that touch on every single department of the Corporation, and it provides mandated services to the residents and businesses within Northumberland County. These positions are the conduit between Council Members and their constituents. They are the link between Council and Committees, and the County staff. Legislative Services encompasses multi-disciplinary responsibilities. Staff provide advice and guidance to Directors, Managers and support staff on a wide range of governance issues, as well as consult with their colleagues in municipalities locally and throughout Ontario to ensure best practices.

The responsibilities carried out by the Clerk and the Deputy Clerk are essential. In fact, all municipalities within Ontario are legislatively required to have just two positions, one of which is a Clerk. Northumberland County requires a dedicated Deputy Clerk to help fulfill the wide range of work that takes place within the Legislative Services area. Without a dedicated Deputy Clerk position, service levels may be compromised, and projects outside of the day-to-day operations will be negatively impacted.

### **Impacts to Member Municipalities/Partners**

Northumberland County residents benefit from legislative services that provide accountability, transparency, excellent customer service, and a connection with their elected representatives.

Member municipalities' Clerks share their collective expertise and support each other through knowledge and efficiency best practices, as well as brainstorm challenging issues together.

Community stakeholders seek out information from Legislative Services staff when navigating County/Council processes, and regarding a variety of governance issues.

Internal customers (County staff) benefit from knowledgeable and timely responses to their inquiries and requests. Legislative Services staff add value to the departments to ensure that the business of the County flows smoothly and efficiently.



## **Included in 2020 Long Term Plan: YES/NO**

The Deputy Clerk position was not included in the 2020 Long Term Plan. The staffing deficit within the Legislative Services area is acute and needs to be addressed.

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## 2021 Business Plan & Budget

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### Records Management & Cultural Heritage

#### Prior Year Accomplishments

##### Economic Prosperity & Innovation

- Redeveloped and coordinated productive summer student workplan to be a 100% remote employment opportunity in Records and Archival Services division.

##### Sustainable Growth

- Recipient of Canadian Heritage Canada Cultural Spaces Fund for \$432,000 to support purchase of specialized equipment for the new Northumberland County Archives and Museum (NCAM).
- Developed comprehensive NCAM policy package for all key functions of archives and museums in alignment with professional standards.
- Developed NCAM Strategic Plan 2020-2023.
- Preliminary exhibit brief completed for proposed Ojibwe Language Exhibit.
- Developed 3 to 10-year exhibition schedule for NCAM.
- Contributed to planning and design discussions for the construction of the dedicated Archives & Museum facility.
- Coordinated smooth transition of records management services from Natural and Cultural Heritage to Information Technology.
- Renewed service agreements with Township of Alnwick/Haldimand, Municipality of Brighton, Township of Cramahe and Marie Dressler Foundation. Continued to provide archival services for member municipalities and select organizations through shared service agreements.
- Hosted one Durham College Library and Information Technician program placement student.
- As of August, 2020:
  - o Records Management received and processed approximately 145 information management related requests including records storage and retrieval, label creation and inventory updates, procedure and classification review, training/ in-office support, and supply management.



- NCAM received and processed 136 research inquiries from across Northumberland County, Canada, and the world.
- 95 patrons visited NCAM for research, donation inquiries, tours, educational programs, and volunteering opportunities. NCAM closed to public on March 13, 2020.
- Six full time volunteers dedicated 150 hours at NCAM. NCAM's volunteer program was suspended March 13, 2020.
- NCAM accessioned five new collections and including contemporary Covid-19 stories, Cobourg Public Utilities records, a Cobourg-Peterborough railway spike, a photograph of a homestead on Canadian Horse Racing Hall of Fame's Lily Livingston Pontiac Stock Farm circa 1900-1914 and a letter from Henry Ruttan writing from Cobourg (October 1843) to his only sister Elizabeth Townley about the death of their father.

## **Thriving & Inclusive Communities**

- Launched Indigenous Advisory Circle with generous participation of Indigenous experts in the fields of academia and language revitalization, Elders and Knowledge Keepers, and representatives from Williams Treaty First Nations.
- Launched NCAM public engagement survey on JoinIn Northumberland. Survey received 31 respondents across all age categories. Survey sought input from our community to ensure our services and future programs and exhibitions align with their needs and expectations. 4 participants received \$25 gift cards from local bookstores across the County: Kerr's Corner Bookstore, Furby House Books, Lighthouse Books, and Let's Talk Books.
- Launched initiative to collect Covid-19 stories through online form and personal interviews to capture the experiences of our residents facing the COVID-19 pandemic and help ensure future generations understand the events and significance of what we are facing.
- Staff attended 8th Annual Brighton History Open House. Close to 400 people in attendance. Booth featured "Guess the Artefact" draw. Entrees had a chance to win a County Presqu'ile water bottle.

## **Leadership in Change**

- NCAM staff participated in eight-week San'yas Indigenous Cultural Safety Training online course. instrumental in enlightening staff perspective and successfully spurred commitment to continuous improvement/furthering education.
- Procured and implemented Archives and Museum Collections Management Software.
- Supported clean-up, re-organization, and ongoing training for departmental shared drives in compliance with TOMRMS and information management standards.



- Facilitated records and information management awareness/orientation training with over 50 new employees.
- Completed cataloguing and indexing of approximately 300 sets of architectural plans and drawings.
- Relocated and updated inventories for over 100 records boxes from Finance and the GPL to 600 William St.
- Authorized destruction of 1000s of retention expired records from Paramedics, Finance, HR, POA, and Community and Social Services.

## **2021 Service Objectives & Initiatives**

### **Economic Prosperity & Innovation**

- Pursue Museum Assistance Program (MAP) funding for development of permanent and premier temporary exhibition at NCAM.
- Continue to research grant/funding opportunities for capital projects, exhibitions, programs, and services to reduce dependency on levy funding.

### **Sustainable Growth**

- Develop detailed concept, schematic design and interpretive plan for inaugural exhibitions in new NCAM in collaboration with the Indigenous Advisory Circle and exhibition designers.
- Continue to collaborate with GPL/NCAM re-development team to ensure functional design of NCAM, and inclusion of necessary specialized equipment.
- Review staffing levels and functions and develop recommendations considering current and future needs.
- Improve awareness and accessibility of NCAM's collections by inputting collections data and digital files in collections management software.
- Continue fostering relationships with post-secondary programs related to information management, archives, and museum practice to support student mentorship (Durham College, Mohawk College, Fleming College, Algonquin College, and University of Toronto).

### **Thriving & Inclusive Communities**

- Continue building relationships and strengthening partnerships with local Indigenous communities to ensure accurate and authentic representation in exhibition narratives.



- Continue to strengthen staff understanding and awareness of local Indigenous heritage and how we may support cross-cultural learning in our communities through workshops and consultations with members of Williams Treaty First Nations.
- Engage with communities through participation in local history fairs, exhibitions, public events, and speaking engagements.
- Consider use of diverse crowdsourcing initiatives (social media/news/event booths etc.) to improve richness of collection information.

### **Leadership in Change**

- Partner with IT to begin development of digital preservation strategy in alignment with corporate digital strategy.
- Draft disaster preparedness policy and procedure; collaborate with HSEP team to test rigor of plan.

## **Long Term Plan & Strategic Objectives**

### **Economic Prosperity & Innovation**

- Continue to research grant/funding opportunities for capital projects/programs/services to reduce dependency on taxation/levy.
- Collaborate with 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.
- Solicit fundraising support and inspire estate planning/charitable giving/private donations to increase revenue and the size/diversity of the artefact collection.
- Collaborate with all departments to find cost-saving initiatives and efficiencies that relate to the creation, storage, and retrieval of records.
- Research and implement alternate methods of revenue for NCAM.
- Consider opportunities for community partnerships, shared services etc.
- Provide tailored information management support, resources, and training to all departments.

### **Sustainable Growth**

- Review and evaluate the NCAM collection to identify gaps or underrepresented stories and identify materials for deaccession which do not meet NCAM's mandate



- Consider partnership opportunities with diverse program streams that can support digital initiatives of information management and archives (GIS, Computer Programming etc.).
- Prepare for relocation of entire NCAM collection to new facility.
- Collaborate with heritage institutions to begin building online collections consortium

## **Thriving & Inclusive Communities**

- Continue creating partnership guidelines/agreement templates for working with local/regional partners (E.g. objectives, selection criteria, joint activities, mutual recognition, measures of success, collections management, etc.)
- Provide collaborative, innovative, participatory education and lifelong learning opportunities.
- Continue building relationships with Indigenous community representatives to support Indigenous related programming for Indigenous and non-Indigenous audiences.
- Continue building relationships with local elementary, secondary and post-secondary teaching staff to foster awareness of the Archives & Museum as a resource to support their learning objectives.
- Collaborate with GPL Life Enrichment team to build resident focused programming plan for new NCAM facility.
- Work with GPL Life Enrichment Team to develop and support oral history program with residents.
- Seek opportunities to engage with our communities across Northumberland County to build visibility and trust amongst our stakeholders.
- Co-create temporary exhibitions in new NCAM facility with local archives, museums, galleries and libraries.
- Maximize benefits of new technologies to engage with the public, enable public access to collections, programs and resources, and create immersive and dynamic experiences for onsite and online visitors.
- Implement a comprehensive marketing plan.
- Identify/engage with strategic marketing partners to conduct market research, identify visitor interests, tailor marketing materials/programs, plan joint promotions, and take advantage of County-wide advertising opportunities.
- Improve use of tourism-centered marketing and multi-platform marketing tools to enhance awareness of NCAM as a cultural destination and first-class research facility.
- Provide curriculum focused resources online for teachers/educator grades 1-3, 4-6, 7-9, 10-12.
- Republish "Gores Landing and the Rice Lake Plains" book by Norma Martin, Catherine Milne and Donna McGillis.





## **Leadership in Change**

- Support a proactive information management program status Corporation wide.
- Develop multi-platform public engagement protocol to improve community engagement in shaping Archival and Museum exhibitions and programs.
- Develop unique opportunities for citizens to contribute knowledge and skills to the Archives & Museum's activities.
- Formalize the volunteer program in order to support NCAM in meeting business plan goals in areas of digital access and collections management, visitor services, and program delivery.
- Continue improving accessibility of collection through enriched data and digitization initiatives.
- Lead by example in the field of digital preservation.
- Consider the Archives and Museums' potential roles in sustainability initiatives through collections, as information resources, as communicators, as educators, as facilitators, as activists and advocates, and as users of natural resources.

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## 2021 Issue Paper

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### Preparing for exhibitions at new NCAM facility

#### Purpose

The purpose of this Issue Paper is to request funding to obtain exhibition consultant services to:

- Create detailed exhibition design schematics and renderings to support project development and grant applications and sponsorship fundraising;
- Coordinate timelines and budget with County, Salter Pilon and contractors;
- Identify cost-efficient and economical ways to deliver exhibition on time and on budget;
- Place the visitor experience at the heart of the project.

#### Background

The new Northumberland County Archives and Museum has been designed to offer an engaging and vibrant discovery experience for all visitors and residents.

Visitors can look forward to dynamic, immersive, inclusive and collaborative exhibitions that evoke wonder, curiosity and pride in our communities. Patrons wishing to delve deeper into Northumberland County's history will be able to conduct research using our one of a kind collection of archival materials and artefacts in a quiet, spacious reading room. An expanded state of the art collections storage room and dedicated areas to quarantine, process and care for collections mean that Northumberland County will be positioned to become a local leader in heritage preservation and a valuable resource for heritage institutions and emerging professionals. Outdoor "history stops" and public art along the County campus' pathways will delight and inform curious travelers.

The construction of the new GPL-NCAM facility is scheduled to be completed in the Fall/Winter, 2022. The lead up to the grand opening of NCAM's new facility and inaugural exhibitions involves a complex schedule of milestones and objectives that will require dedicated staff time and coordination with the Major Capital Projects team and specialized industry professionals to successfully accomplish.

Exhibitions are one of the primary ways Archives and Museums share the stories found within collections and throughout communities. Exhibitions reach their full potential when they are designed around creating an experience for the visitor and are supplemented by participatory



programming that elicit further discovery through dialogue, activities, art, lectures, workshops, etc. Long term measures of success for exhibitions include providing experiences that lead to more informed, empathetic community members, create a sense of place, support holistic wellbeing, ignite passion for further learning and discovery, contribute to the local tourism economy, and spark innovative partnerships throughout the County and beyond.

The new NCAM will be a space to tell all of Northumberland's stories, and the place to start is in the beginning with the first spoken words and storytelling of the First Peoples of this land. Out of respect for our Indigenous communities, we wish to offer our first welcome to the new NCAM with an exhibition dedicated to celebrating Anishinaabemowin, the first language spoken on these lands and a language that lives on today. Boozhoo, biindigen!

## Consultation/Options

Staff are actively seeking external funding through provincial and federal grant programs and local sponsorship fundraising to support the costs associated with exhibition and program development. NCAM has been successful in obtaining significant funding from the Canada Cultural Spaces Fund in 2020 and intend to submit a strong application to the Museum Assistance Program under the Indigenous Heritage stream in 2021. Demonstration of detailed design plans, budgets, timelines, and engagement of appropriate experience and expertise are key to success.

e wiindmaagzijig, or the Indigenous Advisory Circle (IAC) has been formed to ensure the Ojibwe Language Exhibit content is research-based, authentic, accurate, and represents the Anishinaabe in a truthful and respectful way they have approved and consented to. The members of the IAC work in the fields of academia, language revitalization and community engagement. They are also Elders and Knowledge Keepers, and officials from their First Nations who are generously willing to share their gifts with NCAM staff. These advisors come in partnership, to offer oversight, Knowledge and guidance for successful outreach and engagement with Indigenous communities and to bring awareness and learning to non-Indigenous communities. All participating members of the IAC are entitled to reimbursement of travel expenses. Honoraria will be provided to Elders sharing their time and Knowledge with the IAC.

The exhibition development process takes time and expertise to successfully consult, plan, research, write, design, fabricate, install, promote, evaluate, host and maintain. Coordinating the design, fabrication and installation of exhibitions with the building design and construction timelines adds another layer of complexity to the project.



Contracting an exhibition specialist to work with NCAM, the IAC and major Capital Projects to: a) refine the exhibition concept design, b) create detailed schematics which integrate interactives and multimedia components into the design and c) define a project budget and timeline will create a tangible plan from which informed decisions can be made. Should Council accept the project budget and plan, the exhibition firm may then work with exhibition fabricators and specialists to oversee quality control of content, fabrication, and installation.

Specialized museum consultants and exhibit designers have the experience and knowledge to provide coordination between the client (NCAM), the architectural firm (Salter Pilon Architecture Inc.) and contractors. Professionals experienced in the interplay of exhibitions, visitor experience, and building design provide invaluable understanding of the issues that must be properly coordinated within and between exhibition and building projects. By experience they may identify cost-efficient and economical ways to deliver a turn-key exhibition on time and on budget while placing the visitor experience at the heart of the project.

## Financial Impact

For the 2021 budget year, NCAM is seeking approval for \$50, 000. Staff are actively pursuing external funding through provincial and federal grant programs to support long-term projection costs.

The long-term estimated exhibition costs for NCAM are noted in the table below. Appendix 1 shows comparative budgets from County museums in Ontario.

| Exhibition expenses                         | 2021     | 2022      | 2023     | 2024     | 2025     | 2026     |
|---|----------|-----------|----------|----------|----------|----------|
| Design Consultant, Schematics               | \$50,000 | -         | -        | -        | \$7,000  | -        |
| Fabrication and Installation                | -        | \$450,000 | -        | -        | \$35,000 | -        |
| Travelling Exhibits                         | -        | -         | \$20,000 | \$20,000 | -        | \$20,000 |
| Exhibit Shipping and Insurance              | -        | \$10,000  | \$3,000  | \$3,000  | \$10,000 | \$3,000  |
| IAC Honoraria, Travel, Gifts, Speaking Fees | \$5,000  | \$5,000   | \$5,000  | \$5,000  | \$5,000  | \$5,000  |

## Risk Considerations

Capital and operational funding for archives and museums is dependent on cultural institution's ability to demonstrate commitment to best practice and community-mindedness in all core



functions including, but not limited to collections, exhibitions, education and interpretation, research and conservation.

By proceeding without a specialized exhibition design consultant, NCAM risks mismanagement of project leading to costly delays, changes, or compromised outcomes that do not meet the objectives of the project or visitor expectations.

## Impacts to Member Municipalities/Partners

Through the collaborative efforts of the IAC, NCAM staff and exhibition design and build team, the Ojibwe language exhibit will:

- support and align with Ojibwe language revitalization projects in the Northumberland County area, including the work of the Friendship Centres and the local school boards.
- increase awareness of local Indigenous history.
- build awareness of local Ojibwe authors and performers.
- build a stronger partnership with Alderville First Nation.
- honour the Elders and Knowledge Keepers of Indigenous Communities.
- help Indigenous residents of Northumberland County and Alderville First Nation feel celebrated, confident, valued and engaged.
- stimulate an increase in non-Indigenous residents learning and speaking Ojibwe.
- stimulate an increase of Ojibwe locally in signage, media and print materials.
- bring action to support Warden Bob Sanderson's statement from June 4th, 2020: "Northumberland stands in solidarity with those exercising their democratic right to peaceful protest, and with the Black community, the Indigenous community and with other People of Colour, and reaffirms a commitment to breaking through silence, confronting racism, protecting human rights and removing barriers to equality. Together, we are united around a common purpose of building a more welcoming, resilient and inclusive community, and ensuring a strong and vibrant Northumberland for future generations."

Museums and Archives that are engaged and invested in serving their communities create value for community members and the local economy in many positive ways. Archives and Museums can:

- help create a sense of place and define Northumberland County's unique identity
- attract cultural tourists (who spend twice as much per visit as typical tourists)
- support health and well-being for all ages and abilities through inclusive participation
- supplement school curriculum through online and onsite programming and resources
- promote skill-building and learning opportunities through student placements, internships and volunteer opportunities, workshops, lectures, and informal learning



- preserve and promote local stories that contribute to connected and vibrant communities
- improve local quality of life and sense of belonging
- improve the ability of municipal governments to influence local economic development by attracting and retaining a skilled and talented workforce

## **Included in 2020 Long Term Plan: NO**

The focus of the long-term plan has been on capital costs for the basic outfitting of the new facility, not costs specific to developing exhibitions.

NCAM's 2020-2023 Strategic Plan emphasizes the goals for ensuring the sustainable future of the Northumberland County Archives and Museum. Achieving these objectives will require the continued support and investment in projects and services which contribute to a thriving and inclusive community, such as exhibitions.

The exhibition design consultant will provide a detailed design and budget by which the County will understand the costs and value related to the fabrication and installation phase of the exhibition for Council to make informed budget decisions.



## Appendix 1: Comparator Municipal Museum Summary

|   | Lennox & Addington County   | Huron County   | Elgin County                | Peterborough Museum and Archives  |
|---|---|--|-----------------------------|---|
| <b>Total 2019 Museum Budget</b>                                   | \$939,700   | \$1,392,294  | \$561,344                   | \$929,234   |
| <b>Population</b>   | 42,888  | 59,297   | 50,069                      | 84,230  |
| <b>How many exhibitions do you host per year?</b>                 | We change our exhibits out in 3 gallery spaces up to 9 times a year, there are 3 other gallery spaces we deem "permanent" and do not change.  | 2-3 temporary exhibits   | 2 to 3                      | We have 4 or 5 exhibits in our temp space a year  |
| <b>How many are developed in-house/external designer/on loan?</b> | We borrow one substantial show every summer, usually from a national or provincial site, we develop all other shows in house with partnerships from local collectors, designers, and artists. | Majority developed in house with either our own collections, community loans and partnerships. Once every few years we rent a traveling exhibit. | One in house, 1-2 travelers | Most are on loan from other institutions, upon availability, size and cost. We try to do at least one in house exhibit a year |
| <b>What is the size of your exhibition space?</b>                 | It varies with each gallery space. We have 6 galleries. The space we host our travelling show each summer is about 1000 square feet.  | Two temporary exhibit spaces – 800 sq ft. and 1400 square feet; plus permanent galleries.  | 1500 sq ft                  | just over 1,000 sq ft   |
| <b>What is your annual budget for exhibitions?</b>                | \$35,000- \$50,000  | 2020 budget was 11,000 for temporary exhibits and lighting, plus further funding potential for permanent gallery changes.                        | \$20,000                    | \$16,000  |
| <b>What is your annual budget for programming?</b>                | \$35,000  | 2020 budget was \$5750 for programs and \$5,500 for special events.  | \$5,000                     | School programs \$3,000, PA Day camps \$5,000, March Break \$3,500, Public Programming \$2,000                                |
| <b>What is your annual budget for marketing/promotion?</b>        | \$15,000  | 2020 budget was 16,000 for advertising   | 3,500                       | \$17,000  |
| <b>How many staff are dedicated to exhibitions?</b>               | 1 curator   | 2 (full time curator, pt. time technician) plus assistance from collections staff  | 1                           | 1 Curator, but everyone pitches in when needed  |
| <b>How many staff are dedicated to programming?</b>               | 1 programmer and both archivist and curator assist with content   | 2 (full time programmer, pt. time seasonal staff) plus assistance from all other staff as needed.  | 1                           | 1   |

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## 2021 Business Plan & Budget

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### Health Safety Emergency Planning and Customer Services

#### Prior Year Accomplishments

The impact of COVID-19 required the Health Safety Emergency Planning (HSEP) Service to set identification of COVID related hazards as its highest priority across all department services to prevent the spread of the virus. The HSEP Service coordinated the lead for the County Control Group to maintain all levels of services with some modifications of services. Services were modified to comply with health authority directives for physical distancing and hand hygiene. Protective measures followed the hierarchy of controls: to eliminate the hazard, substitute to a lesser hazard, implement engineering, implement administrative procedures, and use personal protective equipment.

#### Economic Prosperity & Innovation

##### COVID 19:

The HSEP Service was innovative to maintain levels of service:

- To increase physical distancing, the two Coordinators split work locations between office and home locations. Staff were supplied with equipment to work remotely. The Coordinators attended operational site locations when required. The Manager and Customer Service Rep maintained working in the office.
- Meetings were attended virtually in substitution of in-person meetings.
- The Occupational Health Service was relocated to work in a safer remote location from home; then temporarily relocated to an office at County Headquarters.
- The HSEP Service was the central coordinator to assist with modifying County services and later for the Resumption of Services Plan. The process included increased physical distancing, alternate work measures/locations, and staff communications.
- In-person training was substituted with virtual or on-line training where possible.
- Non-essential projects were cancelled when the hierarchy of controls could not be maintained.
- Assisted the Facility Service to renovate four social housing units on Elgin Street to accommodate frontline workers needing to relocate to a safe location due to potential hazards of COVID 19.





### **Non-COVID 19:**

The HSEP 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 = 72 (\$402,954)
- 2020 claims = 27 (\$204,628) to July 31, 2020

### **Sustainable Growth**

#### **COVID 19:**

The HSEP Service sustained growth of operational services:

- Updated policies to comply with protective measures against infectious diseases.
  - Implemented employee signature for HS 1.4 Health and Safety Program General Responsibilities and a Pre-Screening Health Declaration Form
  - Updated HS 12.1 Communicable Disease Infection Control to include measures against COVID 19
- Assisted operation departments to conduct risk assessments of COVID 19 hazards and to develop site specific standard operation procedures
- Met with staff of operational departments to answer questions and reduce staff anxiety.
- Planned for a potential second wave by securing a supply stock of masks, disinfectant, sanitizer, and face shields.



## **Non-COVID 19:**

### **Health and Safety**

- Confirmed the life span of the County communications tower as the year 2022 and provided minor maintenance to the tower including tightening the anchor cables
- Installed anti-climb to county tower to mitigate the risk of a person climbing the tower.
- Supported seven County Health and Safety Committees.
- Supported the Disability Case Management Committee to assist worker safe and early return to work after injury or illness; 423 employee visits as of September 1, 2020.
- Conducted or coordinated health and safety training in New Employee Orientation, Defensive Driving, Ministry of Labour Health and Safety Rep Certification, Supervisor and Lead Hand Due Diligence, Working at Heights, and Forklift Operation; 53 people as of August 2020
- Completed Ergonomic Reviews: Community and Social Services, Facility Services, Corporate Services, and Hamilton Township Staff, Sit-Stand Unit Installations; 4 reviews as of August 2020.

### **Emergency Management**

- Supported a Corporate Emergency Management Program in compliance with the Office of the Fire Marshall and Emergency Management.

### **Customer Care Service**

- Continued to support all departments in the Corporation in being the first point of contact for all visitors, administrative duties such as sending/receiving deliveries and mail, booking meeting facilities, clerical support (printing copying), financial reconciliation.

### **Thriving & Inclusive Communities**

The HSEP Service supported community initiatives:

#### **COVID 19:**

- Assisted the Community and Social Service Department by supplying 35 cots, 60 comfort kits, and documenting a fire plan for the temporary location of the Transition House Homeless Shelter.
- Continue to support member municipalities by participating in Control Group meetings.



- Supported member municipal requests for information relating to accommodating staff modified work conditions (Town of Cobourg and Municipality of Trent Hills).

#### **Non-COVID 19:**

##### **Health and Safety**

- Provided two sessions of WHMIS2015 training for staff of Legion Village; 54 people
- Supported Northumberland Safe Communities financially and as a committee member.
- Supported the Northumberland County Agriculture Advisory Group
- 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.
- Coordinated Occupational Health Service for Township of Alnwick Haldimand

##### **Emergency Planning**

- Assisted the City of Kawartha Lakes to draft a Business Continuity Plan

##### **Leadership in Change**

The HSEP Service supported leadership:

#### **COVID 19:**

- Realigned the 2019 Health and Safety Initiative and Health and Safety Strategic Plan with the focus to COVID 19 hazard identification/risk assessment, newsletters, safety talks, and safety challenges.
- Became the central lead for the County Control Group in coordinating COVID 19 related functions.
- Development of policy to support physical distancing in collaboration with the Human Resources Telecommute Policy – 4.20.3 for HS 28.1 – Telecommuting
- Secured and coordinated accommodations for front line workers
- Seconded an additional Health and Safety Rep to assist delivering COVID 19 related functions.
- Assisted Payroll Services to understand work scenarios to track pay codes.
- Developed a Resumption of Services Plan with a phased approach to maintain precautionary measures at work sites.
- Coordinated a COVID Committee HS Reps, Managers, and Unions for a collaborative approach to resolve workplace concerns.



- Developed Standard Operating Procedures for protective measures against COVID 19:
  - Active Screening of Visitors to County Facilities (for potential second wave)
  - Donning and Doffing Masks, Gloves, Face Shields
  - Exposure Protocol, Illness Reporting, Assessment, and Return to Work
  - Hand Hygiene
  - Hosting and Tracking Person Meetings
  - Mail and Package Handling
  - Processing Payments
  - Required Use of Non-medical Masks and Face Coverings
  - Sanitizing and Safe Use of Vehicles and Equipment
  - Sanitizing Personal Work Areas
  - Use of Clear Non-Medical Masks
  - Use of Common Areas at Work
- Conducted operational site visits to mitigate mental health anxiety and promote best practice protective measure.
- Implemented protective measures at the administrative work sites:
  - Restricted physical access by the public to by appointment only.
  - Installed screen barriers in reception areas, lunchrooms, interview rooms, and shared offices;
  - Requirement for the use of masks at County facilities in alignment with Health Authority directives;
  - Installed signage indicating room occupancy limits, exit/entrance only, directional flow, sanitation stations, and 2 meters distancing.
  - Multi-user washrooms have been changed to all gender single use only and must be locked when in use;
  - Removed furniture to allow for the required 2 meters physical distancing;
  - Installed sanitation stations for staff to disinfect work areas
  - Supported the increase for custodial staff for disinfecting common touch points.
  - Developed and implemented an on-line COVID 19 Orientation Training to mitigate the risk of exposure. The package consists of videos, standard operating procedures, pre-screening health declaration, and acknowledgment questions.
  - Supported Facility Staff to install automatic door openers at the County Headquarters to mitigate the need to touch door handles and to assist with accessibility.

#### **Non-COVID 19:**

#### **Health and Safety**

- Continued to support the Corporate Services Strategic Plan.



- Continued the injury reporting process to include tracking of statistics for types of injuries and internal costs including lost time injury; 92 reported occurrences with internal costs of \$64,270 as of August 31, 2020.
- Assisted to implement online injury reporting in the HRIS program StarGarden.
- Continued the Health and Safety Awareness Campaign of Newsletters, Safety Talks, Shout out Safety Scout, See Something Suggest Something, and Department Competitions to increase corporate wide Health and Safety culture.
- Introduced health and safety auditing for all worksites.
- Drafted policies:
  - o HS 8.1 Health and Safety Training
  - o HS 13.3 Personal Protective Equipment
  - o HS 13.4 Head Protection
  - o HS 13.5 Eye and Face Protection
  - o HS 13.6 Foot Protection
  - o HS 14.1 Lockout and Tagout Procedures
  - o HS 16.1 Confined Spaces
  - o HS 23.2 Working Alone
- Supported Wellness Committee on the initiatives Corporate Yoga, MRF Pilates, Perks Plus Program, Healthy Food Snacks, and Fitbit Competition. (Some programs were suspended at the onset of COVID 19)
- Continued Membership with Ontario Municipal Health Safety Representatives Assoc.
- Supported and compensated staff training in health and safety courses using online education.
- Supported Health Safety Emergency Planning and Customer Care Staff participation in employee engagement and LEAN development initiatives.
- Continued to lead the Disability Case Management Committee to return injured workers back to the workplace on either full or modified duties.
- Continued to support the Occupational Health Services to deliver the annual Influenza Vaccination Program.

### **Emergency Planning**

- Developed mitigating measures for infectious diseases for evacuation shelter management.
- Updated the Emergency Management Plan for compliance with the Emergency Management and Civil Protection Act.
- Continued Membership with the Ontario Association of Emergency Managers.

## 2021 Service Objectives & Initiatives

### Economic Prosperity & Innovation

#### Health and Safety

- Continue to promote new protective initiatives to mitigate COVID 19 hazards.
- 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

- Continue protective measures and prepare for the continuation of the impact of COVID 19 continuing throughout 2021.
- Support all departments with efficient customer care representation.
- Continue to 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 draft policies:
  - o HS 8.1 Health and Safety Training
  - o HS 13.3 Personal Protective Equipment
  - o HS 13.4 Head Protection
  - o HS 13.5 Eye and Face Protection
  - o HS 13.6 Foot Protection
  - o HS 14.1 Lockout and Tagout Procedures
  - o HS 16.1 Confined Spaces
  - o HS 23.2 Working Alone
- 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.
- Continue to support Occupational Health Services to return injured workers to either full or modified duties.
- 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 with the intent to remove the County communications tower in 2022.
- Develop a Crisis Communications Plan in collaboration with the Communications Department.
- Continue corporate wide business continuity planning.

### **Thriving & Inclusive Communities**

#### **Health and Safety**

- Continue to collaborate with member municipalities to offer training initiatives, operational resources, safety awareness, and ergonomic reviews.
- Continue to support Legion Village with training initiatives.
- Continue to support Northumberland Safe Communities and the Northumberland Agriculture Group.
- 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 guide the County Control Group with protective measures and prepare for the continuation of the impact of COVID 19 continuing throughout 2021.
- 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, development initiatives, and LEAN 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.

#### Emergency Planning

- Continue plan to remove the County communications tower in 2022.

### 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 Municipality of Port Hope in 2021, Township of Cramahe in 2022, and a County wide field exercise in 2023.
- 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, emergency planning courses, certifications, and LEAN training.
- Continue supporting Health Safety Emergency Planning and Customer Care Staff participation in employee engagement and development initiatives.

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## 2021 Issue Paper

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# Part-time Customer Care Services Representative

### Purpose

The purpose of this issue paper is to present the need for a part-time position within the Health Safety Emergency Planning and Customer Care Services. The primary role of the position will be to perform administrative support to the entire Corporate Services Department.

### Background

In 2014, the Northumberland County Corporate Services was developed with the amalgamation of the following service divisions:

- Human Resources, Accessibility, and Payroll
- Natural and Cultural Heritage
- Clerk Services
- Health Safety Emergency Planning, Occupational Health, Customer Care Services

The overall encompassing role of the department is to support the initiatives of all departments in the Corporation. In following the Corporate Strategic Plan with the Pillar of Thriving & Inclusive Communities, the department additionally supports services to the Campbellford Memorial Hospital, Township of Cramahe, Township of Alnwick Haldimand, and occasionally Legion Village.

The department comprises of 22 positions (23 employees) to complete the required functions in support of the 599 employees County wide. The services of Transportation/Waste/Facilities, Paramedics, Finance, Golden Plough Lodge, Economic Development, Planning & Strategic Initiatives, and the CAO have a combined 13 staff providing administrative support. There has never been an administrative support position in the Corporate Services Department resulting in the services completing their own administrative functions.

Within the Customer Care Service, the Customer Services Representative is the first point of contact for all visitors entering County Headquarters and for all phone calls. The position is also responsible for sending/receiving deliveries and mail, booking meeting facilities, clerical



support (printing copying), financial reconciliation, waste management manifests, and office supply orders. Due to the nature of the position the incumbent is not able to leave the workstation unless on scheduled breaks and lunch. The position requires backfill when vacant for breaks, lunch, vacation, sick, bereavement etc. which equates to 1.5 hours of backfill per day. The current model for providing backfill is with 3 staff from the Corporate Service Department, 1 (emergency need bases) staff from the Transportation Waste Facilities Department, and 1 summer student in May to August. The requirement for these staff to provide backfill coverage results in a disruptive daily schedule for them to conduct their direct work such as off-site inspections and meetings.

One of the focal functions of the Part-time Customer Care Services Representative will be to provide backfill to the full-time representative.

## Consultation/Options

The Director and Managers of the Corporate Services Department provided a breakdown of the functions within the services that are administrative.

Director administrative functions (currently completed by the Director):

- Compiling template letters, envelopes and distribution (e.g. notice of investigation, investigation closure letters, complainants, respondents & witnesses)
- Email and calendar administration for booking meetings, rooms, coordinate multiple party meetings (e.g. mediation/arbitration)
- Minute taking (e.g. management meetings, issuing agendas)
- Staff Performance: Collection and filing forms (several hundred filed each year), merit letters, collecting and consolidating CAO performance survey feedback
- Assistance with collecting data and information as required for various meetings
- I-compass support – uploading forms, reports, agendas for Department meetings
- Consolidating budget information for Business Plans, Issue papers, overview etc.

Health Safety Emergency Planning Service administrative functions:

- Data Entry: training records, sign off sheets, safety talks
- Distribution of training certificates to HR Service and employee
- Training and orientation assistance: scheduling trainer and room bookings, RSVP lists for training, photocopy training material
- Wellness Committee: Scheduling, Jostle postings, agendas, minutes, promotional material, photocopying
- JHS Committee: scheduling, agendas, minutes, promotional material, photocopying
- H&S Initiative: Write Newsletters, Safety Talks, distribute communications to other departments, photocopying, postings on Jostle



- Records Management: labelling, filing in archives and HR Department
- Jostle maintenance: HS Policies, and EM Plans
- Injury Reports: Indexing and Filing
- Update Emergency Plan contacts
- Update document compliance for AODA

#### Customer Care Representative functions:

- Support visitors entering County Headquarters and for all phone calls.
- Sending/receiving deliveries and mail, booking meeting facilities
- Clerical support (printing copying), financial reconciliation, waste management manifests, and office supply orders.
- Provide direct backfill coverage to the Customer Care area

#### Natural and Cultural Heritage Service administrative functions:

- Supply orders: binders, folders of various types, banker's boxes, labels
- Data entry, digital filing
- Inventory data clean-up/standardization; Label-making
- Pcard Reconciliation,
- Populating software, Research and inventory support and audits.
- Meeting Minutes.

#### Clerk Service Administrative functions:

- Preparation with mailings (notifications to member municipalities, EOWC municipalities, school boards, etc.)
- Assist with Council and Committee meetings (room set up, supplies, liaise with Facilities staff, signage)
- Assist with record management (summary lists of original document By-laws)
- Update contact lists – CAOs, Clerks, MP, MPP mailing labels
- Photocopy (meeting agendas, minutes, presentations, training materials)
- Create files (manual)

#### Human Resource and Payroll Support functions:

- Review of document compliance under the AODA
- Facilitation of employee service award program inclusive of invites, coordination of letter from the Warden, distribution of gifts etc.
- Coordination & distribution of annual staff Christmas cards & gifts
- Occasional backfill support to Deputy Clerk at Council
- Coordination of 26 orientation schedules, assemble orientation documentation, catering, emails to team and attendees



- Review and create job descriptions for all positions
- Assist with training preparation tools, resources, and instructional materials, ensure room set up and catering, create attendance sheets, track participation
- Recruitment – assemble interview packages
- Assist with ranking resumes as required
- Work on special projects as required

The Part-time Customer Care Representative will be positioned within the Customer Care Service area. It is recommended that the position be hired to work the following hours:

- 10:15 a.m.-10:30 a.m. to cover break of FT CSR
- 10:30 a.m.-noon to provide administrative support to the department
- Noon – 1 p.m. to cover lunch for FT CSR
- 1 p.m. to 3 p.m. to provide administrative support to the department
- 3 p.m. – 3:15 to cover FT CSR afternoon break

The total shift is 5 hours per day = 25 hours per week. The hours would increase to cover full days of vacation, other absences of the full-time Customer Care Representative. In this case, backfill to the part-time position will again be provided within the staff of the current model.

## Financial Impact

The position is Grade B. If the position works 25 hours plus backfill for vacation and sick the total annual hours would be approximately 1545 hours per year.

The existing Customer Service Rep Summer Student position will be removed. The Grade B with 1545 hours per year is an annual salary of \$41,910. Removing the student salary of \$16,054 equates to an additional cost of \$25,856 to the budget.

## Risk Consideration

Under the existing model, Director, Manager, and Coordinator positions are conducting administrative functions. This impacts the management positions for having time available to play a strategic role. The Director and Manager roles require time to be spent on proactive research measures to stay abreast on current legislation within the Strategic Plan to maintain a sustainable service. The Coordinator roles require time to be spent on active engagement to support hands-on initiatives with the operational departments. Currently much time is spent on administrative work leaving limited time for the strategical and leadership roles. The daily



requirement to backfill the Customer Service position with other full-time positions results in a loss of productivity and creates workload pressures for staff.

In the 2018 Employee Engagement Survey supports this trend. 63% of the department staff felt that their workload was manageable. 69% felt they had balance between work and personal life. The addition of the Part-time Customer Service Rep will off-load some of the administrative functions and help make the workload of some staff more manageable.

### **Impacts to Member Municipalities/Partners**

The Corporate Service Director and Managers will have more time to support strategic leadership in collaboration with the member municipalities. The Part-time Customer Service Representative will provide consistency in backfill of the Customer Care Service when supporting visitors and all departments of the Corporation.

### **Included in 2020 Long Term Plan: YES/NO**

No.

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## 2021 Business Plan & Budget

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### Human Resources and Payroll Services

#### Division Overview

The role of the Human Resources division is to be a business partner that is aligned to and works closely with the County's nine departments to recruit and maintain professional, skilled and dedicated staff to allow each department to perform as effectively as possible. We believe that our people are 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, benefits and pension 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 labor-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 01, 2019 – July 31st, 2020):

- External recruitments (35)
  - Economic Development & Tourism, 2





- Corporate Services,7
- Transportation Waste Facilities, 12
- Golden Plough Lodge,7
- Finance, 0
- Paramedics,2
- Information Technology, 1
- Court Services, 2
- Community & Social Services - 2

Average time to complete recruitment, 6-8 weeks.

Number of positions vacant/not fulfilled due to COVID 19 pandemic – 8 (6 summer student positions, Casual Evening Reception, GPL and Construction Contract Administrator/Inspector)

- Internal job postings (65 total)
  - Golden Plough Lodge CUPE, 40
  - Golden Plough Lodge ONA, 12
  - Community & Social Services, 2
  - Transportation Waste Facilities, 6
  - Paramedics, 5

Labour Relations (August 1, 2019 to July 31, 2020):

- Collective Bargaining:
  - ONA – Golden Plough Lodge, contract expired March 31, 2020.
  - CUPE – Golden Plough Lodge, contract expires December 31, 2020.
  - UFCW – MRF, contract expires December 31, 2020.
  
- Grievances, settled internally:
  - CUPE GPL, 2
  - UFCW MRF, 3
  - OPSEU Paramedics, 4
  
- Grievances, settled at mediation/conciliation:
  - CUPE GPL, 9
  - OPSEU Paramedics, 6
  
- Grievances to arbitration:
  - ONA GPL, 1
  - UFCW MRF, 1
  
- Outstanding grievances:



- CUPE GPL, 14
- ONA GPL, 2

#### 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 5 classifications within CUPE 3725 and posted an updated Pay Equity Plan.
- Reviewed 5 updated positions and 2 new positions within the non-union group and updated the Pay Equity Plan and salary grid.

#### 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
- Conduct annual compensation review for non-union group
- Roll out new on-line recruitment module of HRIS

#### Payroll & Benefits: 43.8 M

- Negotiated a decrease in dental benefit premiums for 2 months due to Covid-19 producing a one-time savings of \$66k
- Implemented and paid Pandemic Pay and Pandemic Lump Sum Pay to those eligible positions working in eligible workplaces (Paramedics and GPL non-management staff)

#### Training & Development

- Intake #21 of Loyalist Managing & Leading in a Municipal Environment program completed Modules 1-8. Modules 9-12 have been delayed since April 2020 due to COVID-19. Intake #22 was schedule to start in April 2020 but has been delayed due to COVID-19. It may be possible in mid-Fall 2020 to resume sessions, which are expected to carry over into 2021.
- Continued to strengthen the County's culture of continuous improvement and empower staff to work smarter and eliminate waste in their business processes. In 2020, 29 employees have received formal introductory Just Do It/Plan Do Check Act (PDCA) Problem Solving training, 39 employees have received the intermediate Yellow Belt certification, and 12 employees have received the comprehensive Green Belt certification. In total, the County has 147 employees trained in Just Do It/PDCA Problem Solving training, 95 employees trained in the Yellow Belt certification, and 12 employees trained in the Green Belt certification.
- Continued to utilize online platform (HRdownloads) for mandatory training requirements (including WHMIS and Accessibility/AODA Training) and self-directed professional development. During COVID-19 emergency measures, there was an



increase in elective courses completed and for the period of from April 19 – July 19, 2020, there were 204 elective courses completed.

- Continued to review and promote appropriate HRdownloads courses
- Researched Indigenous Cultural Training options:
  - Pilot tested San'yas Indigenous Cultural Safety Training for Health Workers (online training) for employees,
  - Provided Indigenous Cultural Competency Training Cycle 1 for Council and MOC (September 2020) through Ontario Federation of Indigenous Friendship Centre's (OFIFC).
- Researched training including:
  - Courses on diversity, inclusion, and anti-racism training.
  - Coping during pandemic, Adjusting to a new normal with COVID-19
  - Minute-taking workshops
  - Training and certification to achieve Project Management Professional designation
  - Queen's IRC Workplace Restoration Program
- Supported staff with funding through the corporate training & development budget in professional development activities including:
  - HRPWA Workplace Investigations Training and Certificate
  - Practical Nursing
  - Master of Public Safety-Emergency Management
  - Internationally Educated Nursing courses for pathway to bridge to Registered Nurse
  - CPA Canada Public Sector Certificate Program Level 1
  - AMCTO Municipal Administration Program
  - AMCTO Municipal Clerks Institute Level 2
  - AMCTO Municipal Law Program Unit 1
  - Masters Certificate in Public Sector Leadership
  - Food Service Worker Certificate
  - Accounting Basics 1 and 2
  - Advanced Care Paramedic graduate certificate

Accessibility (including collaboration with operating departments and obligations under the Accessibility for Ontarians with Disabilities Act):

- Updated multi-year accessibility plan and finalized 2020 annual accessibility status report
- Created an overarching Accessibility policy, replacing several preceding policies. Provided training on updated policy.
- Awarded 4 employee accessibility champions the 2020 Helping Hands Award for their dedication to accessibility.



- Proclaimed week of May 31-June 6, 2020 as National AccessAbility Week (NAAW) with the theme of “See My Abilities”. Awareness activities included a video series on different disabilities on Jostle, recognition of 2020 Helping Hands Award recipients, a social media campaign to highlight some of the County’s accessibility achievements from the Annual Accessibility Status Update.
- Updated Accessibility notices at customer service desks with new Statement of Commitment
- Completed training on the Integrated Accessibility Standards Regulation under AODA for members Northumberland Accessibility Advisory Committee (Employment Standard)
- Continued to provide training and refresher training on creating accessible documents and providing document remediation support to County staff.
- Facilitated Invisible Disabilities training to Northumberland Evacuation Strategic Committee
- Ensured remaining departmental websites are WCAG 2.0 AA compliant through migration or redevelopment
- Made improvements to new employee orientation ensuring training videos are played with captions (or transcripts are provided)
- Continue to support employees with disabilities through the accommodation process
- Provided training to IT Service Desk Analysts on communicating with employees with hearing loss.
- Installed larger tactile Walking surface indicator with improved colour contrast on upper level stairs at 555 Courthouse Road
- Installed textured broadcast aggregate flooring and higher contrast nosing on stairs in service hallway at 555 Courthouse Road
- Completed 2 accessible pedestrian crossings (Campbellford and Cobourg)
- Repaired sidewalk at 555 Courthouse to remove cracks and uneven surfaces
- Responded to 3 accessibility feedback forms (as of Q2) related to sidewalk deterioration, accessible washrooms, private business accessible entrance
- Collaborated on the submission of a grant application for federal funding via the Enabling Accessibility Fund to make ramp improvements at the County Courthouse.
- Provided research and best practice information to reduce accessibility barriers for employees and visitors to inform the implementation of COVID-19 restrictions.

#### Human Resources Policies & Procedures:

- Policies were approved by County Council and communicated to staff
  - Accessibility (May 2020)
  - Telecommute (July 2020)
- Policies to be reviewed and updated (2020/2021) as needed, and reflect that some policies may be subject to change during certain periods (e.g. emergencies, pandemics)
  - Conditions of Employment



- Compensation
- Compressed Work Program
- Professional Image and Attire
- Hours of Work
- Personal Leaves of Absences
- Attendance Support Program
- Overtime
- Probationary Period

### **Thriving & Inclusive Communities**

- Provide support and guidance to member municipalities relating to payroll, OMERS and human resources questions and/or challenges
- Service Agreement in place for Township of Cramahe for Pay Equity, Collective Bargaining and Labour Relations
- Updated Township of Cramahe Union and Non-Union Pay Equity Plans
- Negotiated the Township of Cramahe Collective Agreement
- Service Agreement in place for Campbellford Memorial Hospital for Pay Equity and Labour Relations
- Service Agreement in place for Alnwick/Haldimand for Labour Relations and Pay Equity
- 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 (COVID-19 restrictions, Enabling Accessibility Fund grant application (July 2020) for improvements to ramp at 860 William St, facilities upgrades, documents)
- Facilitated Invisible Disabilities training to Northumberland Evacuation Strategic Committee
- Coordinated Intermunicipal Accessibility Advisory Committee sharing updates and accessibility-related resources with local municipalities.
- 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

### **Leadership in Change**

The first phase of the implementation of the new Human Resources Information System (HRIS) was rolled out in October 2019 and completed in 2020. This phase consisted of scheduling, and



payroll processing. This new process has produced some notable benefits for the County of Northumberland:

- Greater employee engagement through employee self-service
- Manager self-service
- Mobile Functionality
- 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 I productivity and efficiency
- Security enhancements and auditing capabilities

## **2021 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, pay equity and payroll and benefits administration.

### **Sustainable Growth**

Collective bargaining will continue with contracts expiring in 2021:

- OPSEU, Paramedics – March 31, 2021

Other initiatives include:

- Continue to review non-union comparator salaries and benefits to ensure that we remain competitive with both our internal and external comparators
- Continue to engage a collaborative work environment that supports innovation and learning
- Continue to review and update Human Resources policies
- Continue Lean continuous improvement training and projects



## **Thriving & Inclusive Communities**

- Continue to provide Human Resources and Payroll support to our member municipalities and enter into shared service agreements where appropriate
- Develop new Multi Year Accessibility Plan after community consultations
- Prepare 2020 Accessibility Status Update and post on website
- Continue to address barriers to accessibility in County goods, services and facilities
- Complete and submit 2021 Accessibility Compliance Report to Ontario Ministry for Seniors and Accessibility
- Continue to offer training on creating accessible documents
- Continue to review accessibility of County facilities, programs and services
- Continue to make accessibility improvements to employee orientation program

## **Leadership in Change**

- Provide further Lean training and certification
  - Through Lean Yellow and Green Belt certification programs, County staff of all levels are being empowered to revise processes within their positions in order to eliminate waste and maximize opportunities for added value. This translates into increased capacity for staff, decreased wait time for taxpayers and internal customers, as well as cost savings and cost avoidance opportunities. Continued training in these areas will ensure the County's success as we continue our journey towards becoming a Lean organization.
- 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**

- Review the new structure of the Human Resources and Payroll team to ensure the flow of work enhances job satisfaction and development. Work with operating departments



as a business partner to implement new ideas, methods and technologies to better meet the requirements of the County and the workforce.

### **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**

- 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 using Lean principles 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



## 2021 Issue Paper

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### HR Business Partner, Lean Coordinator

#### **Purpose**

To create a Human Resources Business Partner, Lean Coordinator position, within Human Resources in the Corporate Services Department, that will support operating departments to implement Lean, oversee Lean training and development, and provide ongoing support. Additionally, the HR Business Partner will provide Human Resources and employee management support, advice and consultative services in partnership with supervisors, managers, directors and employees enabling informed decisions that are aligned with the Corporate mission, vision and values. As a business partner, the incumbent will work closely with department managers to facilitate and deliver business improvement projects using Lean techniques to achieve long term business strategies and develop a Lean culture across the County.

#### **Background**

A key priority for Northumberland County is to improve efficiencies and ensure continuous improvement using Lean principles. Lean is a methodology focusing on what is creating value for the customers, on how operations can run smoothly with the identification of bottle necks and creating a culture of continuous improvement. The Human Resources department plays an active role in this improvement process, both in order to be as efficient as possible but also to support the process throughout the organization.

The overall objective of Lean is to create a culture for continuous improvement based on a strong involvement of all employees. The core idea of Lean is to maximize customer value while minimizing waste. This position would be accountable for ensuring that business improvement projects are completed to schedule and deliver business benefits including tangible financial savings and ensuring improved customer satisfaction. The position is also responsible for reporting on the progress of projects, understanding the risks, resourcing required, budgets and critical milestones. As a role model work with our leaders to identify opportunities for Lean and business improvements and develop continuous improvement road maps for projects and areas of accountability. The position will also motivate and coach teams to develop and build a culture of engagement across the county to provide a highly energized workforce which is flexible to meet the changing needs of the business while consistently promoting high standards throughout the organization.



Northumberland County has over 600 employees and through Lean certification programs, County staff of all levels will be empowered to revise processes within their positions in order to eliminate waste and maximize opportunities for added value. This translates into increased capacity for staff, decreased wait time for taxpayers and internal customers, as well as cost savings and cost avoidance opportunities. Continued training in these areas will ensure the County's success as we continue our journey towards becoming a Lean organization.

When implementing Lean continuous improvement senior management must understand the framework, philosophy and ensure proper backing and act according to Lean thinking. Having a dedicated employee who will focus on LEAN as well as organizational development will be key to the County's success of becoming a Lean organization focused on continuous improvement.

The introduction and implementation of Lean means a new kind of leadership and a change in organizational culture. These are major challenges that require sustained focus and a major investment in training, evaluation and follow up to ensure success. By encouraging continuous improvement, the county will create a workforce that is resilient when programs and processes change.

It is estimated that in 2021 this position would dedicate a minimum of 10.75 working days per month to Lean initiatives such as, the ambassador's group meetings, JDI tracking, project tracking, reporting, coordinating and providing training, budgeting and reconciling costs and tracking savings. The balance of the position (9 working days per month) would provide HR support to the operating departments and our other service agreement clients.

The Human Resources/Payroll department currently has 5 positions dedicated to supporting the human resources functions for the county. This includes 2 senior HR professionals 2 junior HR practitioners, and 1 AODA professional. The HR staff support all supervisors, managers and directors with, training, recruitment, AODA compliance, pay equity, job evaluation, discipline, attendance, complicated return to work plans, interpretation of collective agreement, benefits, pensions and interpretation of employment and WSIB related legislation as well as internal policies. This support spans over 600 employees, 9 divisions, 6 unions and a large non-union group. We also have service agreements in place to provide this same level of support to The Township of Cramahe, The Township of Alnwick/Haldimand and Campbellford Memorial Hospital.



## Consultation/Options

1. Create an additional position in the Human Resources department with the focus of leading the Lean initiative while also providing HR support to our operating departments. This would ensure that we have a Lean expert on site who can ensure that the County maintains the continuous improvement culture. This position would also provide the additional resources required within HR as we expand our support through Service Agreements with our member municipalities.
2. Hire an outside consultant to Lead the Lean initiative which would be costly and would not allow us to have the inhouse expertise required to maintain the continuous improvement culture. This option also does not provide the additional HR support required for us to continue providing adequate support as our client base grows.
3. Have current Human Resources staff lead the Lean initiative however, this would not be their main area of focus and could slow or halt the Lean process and could affect realized savings in time, resources or services. The increased HR support required service agreements with our member municipalities is also not addressed.

## Financial Impact

The estimated annualized financial expenses for the Human Resources Business Partner, Lean Coordinator position based on Grade D of the non-union salary grid would be \$73,711 – \$85,749 including benefits and employer costs. The 2021 impact will be dependent on the timing of the hire. The draft 2021 budget assumes the position will be hired in the second half of 2021 and therefore the cost is \$42,874.50. The 2021 anticipated ROI for 5 Green Belt projects and 10 Yellow Belt projects is estimated at \$150,000.

## Risk Considerations

Without this new position we would be relying on the current Human Resources staff to lead the Lean initiative which would greatly reduce the County's success of becoming a Lean organization focused on continuous improvement. This would also reduce the time that Human Resources staff could dedicate to supporting our operating departments and our member municipalities through service agreements. The added duties would also necessitate the need to work extra hours outside of the normal operating hours.

## Impacts to Member Municipalities/Partners

Although there is no direct impact to the member municipalities or our community partners this position in time could also provide Lean training and guidance to our member municipalities through service agreements.



## **Included in 2020 Long Term Plan: YES**

The long-term plan includes the development of a comprehensive HR strategy linking development, training, and succession planning.

Having a dedicated employee who can focus on collaborating with our operating departments to find efficiencies using Lean principles in their processes will ensure that our internal and external customers receive timely and accurate information or services. This will also ensure that we continue to raise the bar for providing goods, services and facilities in ways that are accessible to all.

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# 2021 Business Plan & Budget

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## Natural Heritage Services

### Prior Year Accomplishments

#### Economic Prosperity & Innovation

- Hosted thirteen events – two Snowmobile, one Hiking
- Performed 32 Weed Control Act inspections
- Administered 26 permits and 56 site inspections Forest Conservation By-Law permits (August 2020)
- Released and awarded Conifer Harvest Tender for 2020

#### Sustainable Growth

- Completed Forest Master Plan (December 2020)
- Received funding from Friends of TD for a pollinator demonstration area, bench and accessible picnic table
- Maintained four parking lots
- Continued implementation of the 5-year Silvicultural Operations Plan and the 20-year timber supply plan.
- Finished implementation of the current 5-year Silvicultural Operations Plan
- Completed silvicultural plan for 2021 for conifer plantations (December 2020)
- Hired a Conservation Stewardship Technician
- 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 ON Butterfly SAR Recovery team discussions
- Managed 106.52 ha of conifer plantations through timber harvest operations.



- Tree marked 9,932 trees for conifer plantation harvest
- Identified two Forest Black Bear Dens
- Prepared 32 detailed prescriptions for 2019-2020 Conifer Harvest
- Completed 159 forest resource inventory surveys
- Completed 26 Post-Harvest surveys
- Completed 35 Hemlock Woolly Adelgid Surveys
- Completed 16 Black Ash Surveys
- Completed 10 Plots for Gypsy Moth monitoring
- Completed Inventory of 76 Oak Woodland sub-compartments
- Updated and Modified Conifer Harvest Start-Up Meeting
- Continued invasive species control:
  - Protected 18 ash trees near the Goldfish Pond from Emerald Ash Borer using TreeAzin insecticide
  - Continued treatment of Dog-Strangling Vine, Garlic Mustard and Black Locust in Beagle Club Road area
- Maintained Forest Stewardship Council® Certification under the Eastern Ontario Model Forest's certificate
- 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 Bates Rd
- Continued work on implementing the Emerald Ash Borer Strategy for Northumberland County in conjunction with the Roads Department
- Distributed 20,000 trees across Northumberland County with the assistance of the Ganaraska Conservation Authority through the Emerald Ash Borer Replacement Program.
- Administered 26 Forest Conservation By-Law harvest permits (August 2020)
- Conducted study to find alternatives to Roundup

## **Thriving & Inclusive Communities**

- Conducted a Volunteer Trail inspector program
- Connected with municipalities regarding Noxious weeds and their location and best management practices
- Worked with the working groups to raise awareness of recreation and natural heritage conservation



- Discussed collaborations with local municipalities and the Ganaraska Region Conservation Authority
- Continued Volunteer Initiative program in collaboration with Sir Sandford Fleming Forestry Program
- Hosted Forest History Tour within the Northumberland County Forest
- Collaborated with Ganaraska Region Conservation Authority on tree marking operations within the Northumberland County Forest
- Assisted the Communications Department with Conifer harvest photo shoot and outreach video
- 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:
  - 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
  - Society of American Foresters National Convention
  - Fire in Eastern Oak Forest Conference

## **2021 Service Objectives & Initiatives**

### **Economic Prosperity & Innovation**

- Continue Weed Control Act and Forest Conservation By-Law administration and enforcement duties
- Complete Natural Heritage Strategic Plan
- Continue general enforcement duties within the forest especially with respect to non-motorized trail openings and closings
- Implement the Forest Master Plan
- Evaluate the existing County Forest Scout Camp property for the future
- 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
- Implement the Forest Master Plan
- Implementation of Silvicultural Operations Plan including continuation of the installation of Permanent Survey Plots
- Continue collecting data on natural and cultural heritage (ex. species-at-risk, farmstead locations)
- Continue implementation of Silvicultural Operations Plan including establishment of Permanent Survey Plots
- Ensure appropriate enforcement in Covid-19 and non Covid-19 times
- Continue stewardship in areas of conservation value including habitat restoration
- 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 including along the County owned Hydro line pieces
- Evaluate hunting options in the Forest
- Discuss ownership and enforcement issues with the Township of Alnwick/Haldimand
- Review Forest Use Bylaw

## **Thriving & Inclusive Communities**

- Continue developing volunteer program with pilots in Trail Monitoring and Tree Marking and Natural Heritage
- 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 surveys
- Continue 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
- Attend SAF National Convention

## **Long Term Plan & Strategic Objectives**

### **Economic Innovation & Prosperity**

- Improve outreach of invasive species and develop strategies.
- 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 Natural Capital and Carbon sequestration/Carbon credits and to reduce greenhouse gas emissions
- Act on options noted in the Forest Master Plan for economic potential
- Apply for grants that match Natural Heritage criteria and direction

### **Sustainable Infrastructure & Services**

- Adapt to changes with respect to Covid-19
- 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
- Evaluate use of the Scout Camp
- Seek opportunities to raise awareness of the County Forest, its natural capital, the management activities, recreation, culture, species and habitats present.
- Update Forest use Bylaws
- Complete a community strategy for Natural Heritage
- Complete a fire risk and fuel hazard management strategy
- Complete an inventory of wildlife and plants in the forest
- Complete an Integrated Pest management strategy
- Complete a Restoration Plan for the Forest
- Evaluate new technologies with respect to surveys, GIS and monitoring

### **Thriving & Inclusive Communities**

- Foster programs that provide Forest-based opportunities for the public, particularly programs that remove barriers to accessing the Forest including social and economic barriers
- Continually re-evaluate potential recreational opportunities such as new trails that will not negatively affect conservation of the County Forest's natural and cultural heritage



- Continually collaborate with Ganaraska Region Conservation Authority 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



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## 2021 Issue Paper

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# Enhancing Bylaw Enforcement of County Bylaw 21-10 Governing Northumberland County Forest

### Purpose

In order to reduce County risk and liability, implement enhanced enforcement of County Bylaw 21-10 to address the issue of increased illegal Forest use.

### 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. 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 and manages and stewards the habitat and species within the County Forest.

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)

Risk, Liability and safety issues that currently occur are 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 |   |



Due to Covid-19, there has been an increase in forest use and an increase in Bylaw issues. At the beginning of Covid-19, two staff members were assaulted during a Bylaw patrol in the forest. The Forest was closed, and parking lots were blocked with wooden barriers. Daily, these barriers were removed, and in some cases burned. Forest staff enforce the bylaw as they are working during the day, but the level of afterhours and weekend use, current staff workload and necessary skills and equipment require trained enforcement staffing.

Ontario Provincial Police patrols were increased with a focus on enforcing license and alcohol related laws. However, patrols do not specifically address provisions of the Municipal Bylaw.

Motorized a user of the Forest are required to have one of the following:

- Operate an off-road vehicle with proof of membership in good standing with the Eastern Ontario Trails Alliance, Ontario Federation of ATV's or with the Northumberland and District ATV Riders;
- Operate a motorcycle with proof of membership in good standing with the Ontario Federation of Trail Riders or with the Northumberland Trail Riders;
- Snowmobiles require an OFSC permit

Cutting of trees, parties, bonfires, and other illegal actions violating the Bylaw have occurred creating a significant risk for the County.

In June and July of 2020, a pilot was conducted with a local Bylaw firm to document use, enforce Bylaw 21-10 on the behalf of the County and reduce safety, liability and risk issues.

During the pilot the following numbers were collected:

| <b>Pilot</b> | <b>Users</b> | <b>Entered and Left</b> | <b>Warnings</b> | <b>Tickets</b> | <b>Incidents</b> |
|--------------|--------------|-------------------------|-----------------|----------------|------------------|
| Day 1 and 2  | 101          | 19                      | 9               | 4              | 2                |
| Day 3 and 4  | 76           | 12                      | 8               | 5              | 2                |

## Consultation/Options

Northumberland County Court Services, the County prosecutor, the Ganaraska Conservation Authority, other community forests, the Forest advisory working groups and the OPP have been consulted regarding enforcement and Bylaw violations.

Staff enforce the bylaw, but given the increased use, complexity of use, and risk, having trained, equipped dedicated enforcement personal, to enforce the Bylaw is essential.

There are numerous entrances and exits to the forest. Without establishing gating and signage, Forest use can't be enforced and closed in emergencies. Signage would inform users that the area is closed to use.

Through 2021, enforcement needs would be evaluated and refined, and a report would be provided to Council on needs and seeking direction

### Options/information for enforcement

- 1) Hire and equip County Bylaw officers  
Staff currently enforce the bylaw, but the level, complexity of use, workload and necessary skills and equipment require trained enforcement staffing. These staff are also responsible for the recreation and the forestry within the County Forest. Having dedicated and equipped Forest Enforcement Staff and equipment would be the preferred option, but the cost to hire, equip and train would be above the cost of Option 2.
  
- 2) Hire an Enforcement Firm to enforce Bylaw 21-10  
Based on the Enforcement pilot, there is a need to have trained and equipped bylaw personnel in the Forest. Before Covid-19, there was an increase in use, which has continued at an accelerated rate both from local and non-local users. It is imperative that the Bylaws are followed within the Forest as user safety, staff safety, risk and liability Bylaws. This option would consist of a trained enforcement firm for ticketing, patrols as determined necessary based on busier times and events in the forest (while staying within the budgeted amount) in the day, at night and on weekends, as well as court time (if required). Education and raising awareness of the Forest and Bylaw 21-10 would also occur. Patrols would be spread out across the forest, at rotating times to have maximum efficiency.



## **Financial Impact**

This cost of securing an enforcement firm within the forest would result in a \$25,000 increase to the Levy. This would include education, patrols, and court time. This would be funded through an increase in the levy.

To help define borders, trails and entrances and so that areas could be closed and enforced such as in the case of Covid-19 or a wildfire, or when the Bylaw notes no motorized, a gate and sign reserve is recommended and will be brought forward for Council consideration during 2022 budget deliberations.

## **Risk Considerations**

Taking into consideration the increase in violation of County Bylaw and legislative requirements by the users of the Forest, the overall risk and liability to the County continues to escalate. Unless enhanced patrols take place, the risk and liability for the Corporation, as well as staff and user safety are an increasing concern.

## **Impacts to Member Municipalities/Partners**

There would be no impact to member municipalities and information would be shared regarding the patrols as similar issues occur in other member municipality forests.

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

## **Included in 2020 Long Term Plan: YES/NO**

No, currently enforcement was covered by Recreation and Forestry staff, when they are able. Based on the recent 2020 pilot, there are higher volumes of user in the Forest, many not familiar or not following the Bylaw. This is putting the Corporation, users, and staff at risk, elevating safety and liability concerns.

Based on the results of the enforcement in 2021, an issue paper to support longer term enforcement would be developed in 2022.