



2022 Business Plan & Budget

Human Resources and Payroll Services

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 our most important resource, and our goal is to implement programs and practices that align with the County's mission, vision, core values and Strategic Plan.

The payroll division provides accurate and timely payroll processing of employee pay, identified entitlements and deductions including CPP, EI, Income Tax, etc. and benefits administration. Payroll also prepares Ministry reporting to ensure that we receive the maximum possible funding for salaries and benefits throughout the County. The payroll staff also provides customer service support to all County employees and retirees as it relates to payroll services, benefits, and pension administration.

Prior Year Accomplishments

During 2021 the Human Resources and Payroll staff remained affected by the impact of Covid-19 and the continued reporting and documentation required for the Ministry of Health. This department was tasked with tracking all costs related to Covid-19 and ensuring that the use of Covid-19 funding was allocated according to Ministry of Health & LTC guidelines. In 2021 the government provided Temporary Wage Enhancement funds for PSW's for all hours worked in the capacity of a PSW. The statistical information including hours and costs created additional reporting to the Ministry along with the submission of claims for reimbursement to WSIB (administers this funding) to recover all eligible expenses.

Economic Prosperity & Innovation

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



Sustainable Growth

Recruitment and Selection June 1, 2020 – July 31, 2021 124 Recruitments

- External Recruitments (53)
 - 1 CAO Department
 - 6 Community & Social Services Department
 - 3 Corporate Services Department
 - 3 Economic Development Planning and Strategic Initiatives Department
 - 1 Finance Department
 - 11 Golden Plough Lodge Department
 - 6 Information Technology Department
 - 5 Northumberland Paramedics Department
 - 17 Transportation, Waste, Facilities and Major Capital Projects Department

Average time to complete recruitment 6 – 8 weeks

Includes seasonal and student recruitments

- Internal Job Postings (71)
 - 1 Community & Social Services Department
 - 1 Corporate Services Department
 - 2 Finance Department
 - 47 Golden Plough Lodge Department
 - 2 Information Technology Department
 - 4 Northumberland Paramedics Department
 - 14 Transportation, Waste, Facilities and Major Capital Projects Department

Labour Relations June 1, 2020 – July 31, 2021

- Collective Bargaining
 - OPSEU – Northumberland Paramedics contract expired March 31, 2021. New agreement negotiated
 - CUPE 1748 – Golden Plough Lodge contract expired December 31, 2020, negotiations are ongoing
 - ONA – Golden Plough Lodge contract expired March 31, 2020. New agreement negotiated
 - UFCW – Material Recovery Facility contract expired December 31, 2020. New agreement negotiated
- Grievances, settled internally
 - 18 CUPE 1748 – Golden Plough Lodge



- 3 OPSEU – Northumberland Paramedics
- 6 UFCW – Material Recovery Facility
- Grievances, settled in mediation/conciliation
 - 11 CUPE 1748 – Golden Plough Lodge
 - 3 OPSEU – Northumberland Paramedics
- Grievances, settled at arbitration
 - 1 CUPE 1748 – Golden Plough Lodge

Job Evaluations & Pay Equity

- Provided support and guidance related to proposed departmental reorganization projects and newly approved positions and performed job evaluations for all departments.
- Reviewed 8 updated positions and 3 new positions within the non-union group and updated the Pay Equity Plan and salary grid.

Other Initiatives include:

- Participation in the staffing evaluations for the new Golden Plough Lodge
- Roll out new on-line recruitment module of HRIS

Payroll & Benefits (\$48.3M)

- Negotiated annual benefit costs with no increase in Group Life, AD&D, Dependent Life and Long-Term Disability.
- Implemented and paying Temporary Wage Enhancement funds to PSW's.
- Preparing documentation for reimbursement of Temporary Wage Enhancement costs.

Training and Development

- Intake #21 of Loyalist Managing and Leading in a Municipal Environment Program completed Modules 1-8. Modules 9-12 were delivered in an online formation April – June 2021 after being delayed for a year due to COVID-19. Intake #22 was scheduled to start in April 2021 but has been delayed due to COVID-19. We will be reevaluating, with our municipal partners, the program and delivery format prior to starting Intake #22.
- Continued to strengthen the County's culture of continuous improvement and empower staff to work smarter and eliminate waste in their daily tasks. In 2021 the HR/Payroll staff reviewed their employee change process to eliminate waste and include the change in process due to the implementation of Stargarden.



- Continued to utilize online platform (HR Downloads) for mandatory training requirements including WHMIS, and Accessibility/AODA, Transportation of Dangerous Goods, Telecommuting training (fire safety, ergonomics etc.) training and self-directed professional development. In 2021, we upgraded to HRdownload's updated platform. For the period of January 1, 2021 to July 31, 2021 there were 230 mandatory courses and 84 elective courses completed.
- Continue to review and promote appropriate HRdownloads courses.
- Promoted relevant HRdownloads webinars to managers.
- Indigenous Cultural Training:
 - 4 health care staff (2 GPL, 2 Paramedics) completed indigenous Cultural Safety Training for healthcare workers (8-week online program for health workers)
- Researched next steps for Indigenous Cultural Competency Training Cycle 1 has been set for November 2021 through the Ontario Federation of Indigenous Friendship Centre's (OFIFC). This training will be mandatory for all Supervisors, Managers and Directors. All Directors will complete Cycle 2 also.
- Supported staff with funding through the corporate training & development budget in professional development activities including: (June 1, 2020 – May 31, 2021)
 - Practical Nursing
 - Master of Public Safety-Emergency Management
 - Master of Adult Education courses
 - Environmental Management Certificate
 - CPA preparatory courses
 - HR Business Partner Certificate
 - Principles of Psychology Course
 - Administrator Leadership Program
 - DOC certificate in Clinical Leadership
 - Conflict Avoidance and Violence Preventions
 - CPA Canada Public Sector Certificate Program Level 1
 - AMCTO Municipal Administration Program
 - Masters Certificate in Public Sector Leadership
 - Food Service Worker Certificate
 - Advanced Care Paramedic graduate certificate

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

- Successfully completed Ministry for Seniors and Accessibility desk audit.
- Updated multi-year accessibility plan and finalized 2020 annual accessibility status report.
- Facilitated training on new Accessibility policy.



- Awarded 4 employee accessibility champions the 2021 Helping Hands Award for their dedication to accessibility.
- Proclaimed week of May 30, 2021 to June 6, 2021 as National AccessAbility Week (NAAW) with the theme of “Get Involved”. Awareness activities included encouraging staff to share their commitment to accessibility, employee, and public call to action to complete the Multi-Year Accessibility Plan 2022-2025 consultation survey to inform priorities and goals in the development of a new Multi Year Accessibility Plan.
- Trained Directors, Managers, Supervisors, and other county staff on accessible Word and PowerPoint documents.
 - 117 staff trained on Accessible Word and PowerPoint Documents (June 1, - May 31, 2021)
- Continue to support employees with disabilities through the accommodation process
- Collaborated with Waste and Northumberland Accessibility Advisory Committee to reduce the impact of recycling program changes on people with disabilities via Recycling Accessibility Program.
- Commissioned reports on best practices for accessible train maps and power door operators, sharing with relevant staff.
- Facilitated the installation of hearing loop technology at reception desks at County Headquarters and at the Provincial Offences Court Offices at 860 William Street where the plexiglass installed due to COVID-19 is creating a barrier to those with hearing impairments.

Human Resources Policies & Procedures

- Policies were approved by County Council and communicated to staff:
 - Telecommute (August 2021)
 - Workplace Bullying, Harassment & Violence (August 2021)

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 the Township of Cramahe for Pay Equity, Collective Bargaining and Labour Relations.
- Service Agreement in place for Alnwick/Haldimand for Labour Relations and Pay Equity
- Canada Summer Jobs Grant (CSJ)
 - 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 (NCAM spacesaver island work surface, Prince Edward Street crossing project, POA internal renovations, document remediation tools/vendors, communication technology).
- Coordinated meetings acting as staff liaison to the Northumberland Accessibility Advisory Committee
- 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. (ongoing)
- Complete and submit 2021 Accessibility Compliance Report to Ontario Ministry for Seniors and Accessibility.
- 2021 Develop new Multi Year Accessibility Plan after community consultations

Leadership in Change

- Provided support and expertise on accessibility related projects
- Responded and adjusted to COVID-19 challenges related to staffing, recruitment, payroll, and Ministry reporting for current and additional funding. Worked with individual departments to overcome challenges that required creative, collaborative responses to ensure continued service levels.

2022 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 2022:

- CUPE 1203 Roads – September 30, 2022
- ONA March 31, 2022

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 continuous learning.
- Continue using Lean continuous improvement training to find efficiencies in our everyday processes
- Policies to be reviewed and updated in 2022 and those policies that 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

- Continue to provide Human Resources and Payroll support to our member municipalities relating to payroll, OMERS, and human resources questions and/or challenges and enter into shared service agreements where appropriate.
- The 2022 – 2025 Multi Year Accessibility Plan will be completed by the end of 2021 and will be presented to County Council in 2022
- Prepare 2021 Accessibility Status Update and post on website.
- Continue to address barriers to accessibility in County goods, services, and facilities (ongoing)
- Continue to offer training on creating accessible documents (ongoing)
- Continue to review accessibility of County facilities, programs, and services (ongoing)
- Continue with Service Agreement with Township of Cramahe for Pay Equity, Collective Bargaining and Labour Relations.
- Continue with Service Agreement with Alnwick/Haldimand for Labour Relations and Pay Equity
- Canada Summer Jobs (CSJ) Grant
 - Continue supporting post-secondary students through the CSJ program, which provides students with valuable work experience to complement their formal education.



Leadership in Change

We are currently working on implementation of the Recruitment module of the new Human Resources Information System (HRIS) which is scheduled to be completed this year and fully operational in 2022.

- Review Managing and Leading in a Municipal Environment (Loyalist College) and offer to County leaders.

Long Term Plan & Strategic Objectives

Economic Prosperity & Innovation

- Continue to review and adjust 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 through collaboration 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 departmental managers to allow them to plan, direct and manage staff performance to meet operational requirements.
- Finalize and implement a People Plan linking development, training, succession planning and recruitment.
- Continue to 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 services and create employment opportunities throughout the County.

Leadership in Change

- Continue to lead by example under the AODA to help Ontario achieve the goal to become fully accessible by the year 2025 (ongoing)



- Continue 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, budgeting, and funding purposes.
- Continue to raise the bar for providing goods, services and facilities in ways that are accessible to all. (ongoing).
- Continue to strengthen the workforce reporting and data analysis capacity to inform program and policy development and provide evidence-based decision making to all departments.



2022 Business Plan & Budget

Health Safety Emergency Planning and Customer Services, including Occupational Health Service

Prior Year Accomplishments

As with the year 2020, the impact of COVID-19 continued to be a primary focus of the Health Safety Emergency Planning Department (HSEPD) in 2021. The HSEPD coordinated the lead for the County Control Group in assisting all departments of the corporation in following Ontario Provincial legislation and Haliburton Kawartha Pine Ridge District Health Unit directives. The HSEPD continued to assist health and safety committees to review COVID-19 related hazards and implement protective measures following the hierarchy of controls.

The HSEPD was a community partner on the Haliburton Kawartha Pine Ridge District Health Unit and Partners COVID-19 Steering Committee to support vaccination clinics.

Economic Prosperity & Innovation

COVID-19:

The HSEPD was innovative:

- Revised the existing health and safety orientation training to be delivered virtually when required (such as when the number of participants exceed the COVID-19 room capacity limits).
- Implemented Immunization Health and Safety Policy HS12.2 Coronavirus Immunization, and Consent Form.
- Implemented eight Workplace COVID-19 Vaccination Clinics (total of 52 first dose and 71 second dose County Staff).

Non-COVID-19 Health and Safety

The HSEPD assisted all departments in tracking WSIB costs through injury investigations and disability case management return to work initiatives.



- Provided H&S Reps with new accident investigations kits (carry bag, camera, caution tape, measure tape, clip board, safety vest, template documents) to fully document occurrences of injury and property damage.
- Provided additional education and safety talks to educate staff how to investigate and document occurrences of injury and property damage.
- Total number of reported occurrences is 91 (July 26, 2021); 162 in 2020.
- Total number of WSIB Claims is 25 (July 30, 2021); 27 July 2020; total 40 in 2020.
- Total number of Occupational Health visits is 481 (July 30, 2021); 824 in 2020.
- Total non-WSIB costs are \$14,490 (July 30, 2021); \$76,988 in 2020.
- Total WSIB costs are \$157,199 (July 30, 2021); \$204,628 in July 31, 2020

Prior Year History:

- 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 = 40 (\$298,151)
- 2021 claims = 25 (\$157,199 (July 30, 2021))

Sustainable Growth

The HSEPD sustained growth of the operational services:

COVID-19:

- Prepared six worksite specific COVID-19 Safety Plans, one Continued Service Safety Plan.
- Prepared eleven event specific COVID-19 Safety Plans.
- Conducted a risk assessment for the Provincial Offence Administration Office as part of their COVID-19 safety approval by the Ministry of Attorney General.
- Continued meeting with H&S reps to review COVID-19 risk assessments.
- Continued to provide protective measures such as Safety Talk documents, Worksite visits, masks, safety eyewear, sanitizer, and disinfectant to operational departments.
- Continued to update COVID-19 isolation protocol in compliance with most recent Provincial and Haliburton Kawartha Pine Ridge District Health Unit directives.



- Implemented Immunization Health and Safety Policy HS12.2 Coronavirus Immunization, and Consent Form.
- Implemented eight Workplace COVID-19 Vaccination Clinics.
- Continued to update COVID-19 isolation protocol in compliance with most recent Ministry of Labour Guidelines and Inspection Orders.
- Researched and implemented COVID-19 mental health resources and for supervisors.
- Continued providing accommodation for front line workers who required isolation.
- Conducted contact tracing assessment of employees confirm positive for COVID-19.
- Supported Northumberland Paramedics with staff to assist with administrative duties in the Paramedicine Program.

Non-COVID-19 Health and Safety

- Supported eight County Health and Safety Committees (29 meetings July 30, 2021).
- Assisted H&S reps to conduct hazard assessments on workplace hazards, including violence.
- Supported the Disability Case Management Committee to assist worker safe and early return to work after injury or illness; 481 (July 26, 2021).
- Completed ergonomic reviews; Community and Social Services, Facility Service, Corporate Services, Golden Plough Lodge, Finance Service (total 17 July 27, 2021).
- Conducted or coordinated health and safety training in New Employee Orientation, Defensive Driving, Ministry of Labour Health and Safety Rep Certification, Working at Heights, Forklift Operation, Grader Operation, Loader Operation, Excavator Operation, Traffic Control, Propane Handling, Chainsaw Handling.
- Coordinated five Mental Health First Aid Courses.
- Supported Human Resource Department to implement Telecommute Policy HR 4.20.3.
- Supported Human Resources/Accessibility Coordinator with the installation of communication assistive devices at the reception areas in Community and Social Services Office, POA Office, and 555 Main Reception Area.
- Supported the Human Resources/Accessibility Coordinator with accommodating staff for emergency situations.
- Cross trained HSEPD Staff in WSIB Reporting.

Non-COVID-19 Emergency Management

- Supported the Emergency Management Program Committee in compliance with the Emergency Management and Civil Protection Act and the Office of the Fire Marshall and Emergency Management (Public education, Control Group Meetings, Control Group Training).



Customer Care Service

- Continued to support all departments in the Corporation with 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.
- Implemented a new Part-time Administration Support Position for the Corporate Service Department. This position provides administrative support to all services in the department, thus supporting staff to fulfill strategic functions.

Thriving & Inclusive Communities

The HSEPD supported community initiatives:

COVID-19:

- Attend weekly meetings of the Haliburton Kawartha Pine Ridge District Health Unit and Partners COVID-19 Steering Committee.
- Implemented a call centre in the County Emergency Operation Centre to contact and schedule county residents over the age of 80 years for a first dose COVID-19 vaccine. Staff from Corporate Services and Community Social Services assisted. (Total of 3,383 appointments).
- Implemented a virtual multi-site site call centre to contact and schedule county residents over the age of 80 years for a second dose COVID-19 vaccine. Staff from Corporate Services and Community Social Services assisted. (Total of 3,274 appointments).
- Provided cots to the Cobourg and Trent Hills mass vaccination clinics
- Implemented eight Workplace COVID-19 Vaccination Clinics for County and member municipal staff (total of 148 first doses; 136 second doses).
- Provided COVID-19 Event Specific Safety Plans for the Survivor Thrivers' Yard Sale and The Humbler Mountain Bike Race.

Non-COVID-19 Health and Safety:

- Supported Safe Communities Northumberland as a committee member.
- Supported Northumberland County Agriculture Advisory Committee.
- Supported the joint scheduling and maintenance of the Portacount Respirator Fit Testing Program with County Departments, member municipal Fire Departments, Northumberland Hills Hospital, Campbellford Memorial Hospital, and Port Hope Community Health Center.
- Conducted two ergonomic reviews for Hamilton Township Staff.
- Conducted one harassment investigation for a member municipality.



Non-COVID-19 Emergency Planning:

- Implemented a new five-year agreement with the City of Peterborough to deliver fire dispatch service to the member municipal fire departments.
- Reviewed the proposal for the HSEPD to support the administrative functions for the member municipalities in compliance with the Emergency Management and Civil Protection Act.

Leadership in Change

The HSEPD supported leadership:

COVID-19:

- Developed six worksite specific COVID-19 Safety Plans, one Continued Service Safety Plan.
- Implemented Immunization Health and Safety Policy HS12.2 Coronavirus Immunization, and Consent Form.
- Supported the Communications Department to promote the importance of receiving a COVID-19 vaccination.

Non-COVID-19 Health and Safety:

- Mentored the Paramedic Department and Natural Heritage Service with workplace violence hazard assessments.
- Partnered with the Human Resource staff to review the existing orientation and onboarding under the "LEAN" principles.
- Continued to implement the Injury/Property Damage Report into the StarGarden System.
- Supported HSEPD staff enhancement by attending position specific webinars and online training programs.
- Conducted operational site visits with H&S reps and conducted training sessions with supervisors to mentor operational departments in completing Injury/Property Damage Reports.
- Supported Wellness Committee in hosting a series of webinars under the themes of Stress Management, Mental Health, Work-Life Balance, and Nutrition.
- Continued Membership with Ontario Municipal Health Safety Professional Representatives Assoc.
- Continued to lead the Disability Case Management Committee to return injured workers back to the workplace on either full or modified duties.



Non-COVID-19 Emergency Planning:

- Updated the Emergency Management Plan for compliance with the Emergency Management and Civil Protection Act.
- Continued Membership with the Ontario Association of Emergency Managers.

2022 Service Objectives & Initiatives

Economic Prosperity & Innovation

The objectives of the HSEPD in 2022 are:

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

The sustainable growth objectives of the HSEPD in 2022 are:

General Department Wide:

- Build business continuity within HSEPD by cross training staff, preparing operational procedures, utilizing operation logs, and continuing engagement meetings.
- Suggested areas are WSIB reporting, Customer Services Rep backfill, and operational department initiatives.

Health and Safety

- Continue to monitor the workplace environment for impacts of COVID-19 through hazard assessments and implementing protective measures as required.
- Support all departments with efficient customer care representation.
- Continue implementing corporate due diligence 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:
 - HS 8.1 Health and Safety Training
 - HS 13.3 Personal Protective Equipment
 - HS 13.4 Head Protection
 - HS 13.5 Eye and Face Protection
 - HS 13.6 Foot Protection
 - HS 14.1 Lockout and Tagout Procedures
 - HS 16.1 Confined Spaces
 - HS 23.2 Working Alone
- Continue updating workplace violence assessments.
- Support Corporate Health and Safety Committee initiatives in compliance with Ministry of Labour initiatives.
- 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, 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 stress management.

Emergency Planning:

- Continue corporate wide business continuity planning. The COVID-19 Pandemic has proven this is a critical requirement.
- 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.

Thriving & Inclusive Communities

The inclusive community objectives of the HSEPD in 2022 are:

Health and Safety

- Continue to support member municipalities with health and safety initiatives if possible.



- Continue to support Northumberland Safe Communities and the Northumberland Agriculture Group.
- Continue liaison with Ontario Municipal Health and Safety Professional Representatives Association.

Emergency Planning:

- Continue leading the Northumberland Community Emergency Management Coordinators Committee and Northumberland Evacuation Strategy Committee on joint projects such as common emergency plans, exercise design, evacuation sheltering and training initiatives such as Basic Emergency Management.
- Collaborate with the Northumberland Community Emergency Management Coordinators Committee to find efficiencies in joint emergency management programs.
- Continue implementing County wide inter-municipal communications systems with the intent to remove the County communications tower in 2022.
- Continue liaison with the Ontario Association of Emergency Managers.

Leadership in Change

The leadership objectives of the HSEPD in 2022 are:

Health and Safety

- Continue to guide the County Control Group to assess the workplace environment for the impact of COVID-19 and respond accordingly.
- Continue to foster an increase for health and safety culture through the Corporate Occupational Health and Safety Strategic Plan, hazard assessments, safety talks, See Something Suggest Something, and newsletters.
- Continue implementing the Corporate Occupational Health and Safety Strategic Plan focusing on the Transportation and Waste Services.
- Support Wellness Committee on the initiatives of employee work life balance and mental health awareness.
- Support staff professional enhancement by attending position specific webinars, online training programs, designated certification, and employee engagement.
- Support HSEPD staff involvement in LEAN project initiatives such as Orientation/Onboarding Process and Injury Reporting Process.
- Conduct a mock injury exercise for documentation training and exercise.
- Conduct Disability Case Management training for managers.



Emergency Planning:

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

Long Term Plan & Strategic Objectives

Economic Prosperity & Innovation

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.

Sustainable Growth

The HSEPD will 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.

Thriving & Inclusive Communities

Health and Safety

The existing three Portacount Respirator Fit Test Machines are becoming dated with purchase date in 2009, 2010 and 2016. The units require replacement with estimated costs of \$25,000 each.

Emergency Planning

The HSEPD will continue collaborating with the Northumberland Community Emergency Management Coordinators for a County wide joint multi-agency and all-inclusive member municipal emergency exercise. The design duration of this caliper exercise is 2 years of planning. The HSEPD currently has a reserve of \$140,000 for a large joint municipal exercise.



Leadership in Change

The HSEPD will need to update the Corporate Occupational Health and Safety Strategic Plan 2017 – 2020. This update will increase a corporate wide awareness for Health and Safety Culture.

The HSEPD requires professional, accredited, knowledgeable employees. The department must continue supporting staff training in health, safety, emergency planning courses, certifications, and LEAN training.



2022 Issue Paper

Joint Fire Service and Public Works Communications

Purpose

The purpose of this issue paper is to present the need to allocate an additional \$152,400 to complete the joint communications initiative between member municipal and County fire departments and public works departments after the removal of the County communications tower.

Background

The Northumberland County communications tower located on County Road 45 was erected around 1967. The tower is 300 feet tall. It is integral infrastructure in the communications for fire departments and public works departments in Northumberland County. The current users of the tower are Town of Cobourg Fire, Municipality of Port Hope Fire and Public Works, Township of Alnwick/Haldimand Fire and Public Works, Township of Cramahe Fire, Hamilton Township Public Works, and Northumberland County Transportation. This site is the hub for fire dispatch and public works communication.

In 2012, the County contracted with Ontower to assess the safety, repairs, and life expectancy of the tower. The tower's estimated life span was 5 years and was not in compliance with the current CSA Standards. The estimated cost to replace the tower was \$110,000.

In 2012, Council approved an Issue Paper as part of the HSEPD 2013 Budget to reserve \$110,000 for the replacement/removal of the tower.

In 2013 Ontower repaired the immediate short-term deficiencies at a cost of \$7,010 which extended the life of the tower for a further five years, however, the tower remained non-compliant with CSA standards.

County staff met with TAS Communications to discuss options of the tower and for a communication system without the tower and concluded that communications are available with newer digital mobile technology on existing privately owned towers without the need for the County tower. The County Emergency Management Program Committee discussed the potential three-year plan to dismantle the tower. The committee advised that the \$110,000



reserve could be used to offset the costs of upgrading the radio infrastructure to operate on a digital system without a county-owned tower.

In 2014, Council passed resolution 164:08:14 for a 3-year plan for notifying member municipalities, upgrade radio infrastructure to a digital mobile system, and dismantle the tower. The resolution notes that the cost to upgrade member municipal radio infrastructure was not included in the \$110,000.

In 2015, County wide fire dispatch became the primary focus. Tower communications was put on hold.

In March 2016, County and member municipal Staff met with Turris Communications (now BearCom Communications) to discuss joint communications as preparation for removal of the tower.

The existing communications system has the County tower as a single point of failure for communications. Over the years, individual municipalities applied to Industry Canada and obtained frequency pairs and installed radio systems within their own geographic area to provide better communications locally. While this has resolved most individual municipal needs, it created a multi-channel scenario that doesn't provide a seamless County wide system. The current systems still have coverage issues especially for fire and emergency operations that utilize portable radios. Each municipality now has a single point of failure with each radio system that they use to conduct day to day operations whether it's for public works or fire. The fallback method of reverting to a simplex channel has coverage limitations and is unreliable for larger distances. High powered mobiles struggle with covering a single municipality in this scenario.

BearCom introduced a layout for the Digital Mobile Radio (DMR) System. Individual radio systems can now be 'linked' together to provide wide area coverage for users. Roaming provides enhanced radio coverage in trouble areas by utilizing additional tower sites and frequencies. Radios can constantly compare which tower site will offer them the best coverage based on RSSI (radio signal strength indicator) and will roam accordingly to the sites within its roam list that meet its minimum RSSI. If the RSSI threshold is within a specified level the radio will remain on its current site. If the RSSI level drops below the predetermined level, the radio begins looking at available sites. This enhanced coverage also allows for coverage overlap that will prevent single site failures from knocking out communications for individual municipalities by sharing available resources.

Currently there is enough smaller tower sites established by individual municipalities in Northumberland County to implement a digital radio system that will allow complete coverage for all municipal users. This concept will allow for the removal of the outdated County tower



completely and increase interoperability and network redundancy amongst the fire and public works services. The County tower will no longer be a single point of failure.

From 2016 to the present the municipal fire departments, public works departments and County transportation department have been working with Bearcom Communications to upgrade radio infrastructure for the DMR layout.

In 2019, Ontower reassessed the tower with recommendations that the life expectancy of the tower is for another two years (2021/2022) and that it is not feasible to continue repairs beyond the tightening of the guy cables to plumb the tower. County staff decision was to dismantle the tower in the Spring/Summer of 2022.

In 2020, the County gave formal notice to the member municipalities that the tower will be removed in 2022.

In July 2021, the County Fire Coordinator, Coordinator Alternate, and County Health Safety Emergency Risk Manager met with BearCom technical staff. Most of the tower users have upgraded their radio infrastructure for the DMR layout.

Next Steps of the DMR System:

1. Implementation of a multisite County wide simulcast Fire paging system. This system will utilize the smaller tower sites to prevent single point of failure and increase paging reliability. This simulcast paging system will allow for fire dispatch calls over a County wide network for all municipalities regardless of the personnel's location within the County. The channel for paging will only have dispatch calls on it. This will prevent radio congestion on the working channels. Use existing equipment whenever possible.
 - a. Purchase Kairos 6 site analog simulcast transmitters for paging- \$94,900
 - b. Install (12) Links at \$1100 per link antenna- \$14,200
 - c. Purchase (6) Routers at \$450 per router- \$2,700
 - d. Purchase (5) multi-coupling at \$5000 each for paging transmitters- \$25,000
 - e. Labour to install point-to-point links (includes engineering and mounts) -approx. \$6000/site -\$42,000
2. Build a backhaul point to point network between sites that will allow for redundant fail over by maintaining reliable and consistent connectivity between sites. This backhaul will be utilized for the paging system as well as the County Wide operational channels. Develop Alwick/Haldimand Twp Roads tower site, co-location with BMR (build a radio bunker or purchase enclosure) approx. \$12,000
3. Complete the final transition of resources to a digital platform and implementing backhauls between identified sites.



- a. Upfit Towers (Trent Hills Tower, Coast Guard Tower, Port Hope Water Tower, Cobourg Water Tower, Cramahe Tower, Brighton Tower, Alnwick/Haldimand Roads Tower)
- b. Purchase Kairos 3 site DMR simulcast transmitters for County wide Public Works and Fire operational channels \$47,600
- c. Utilize existing multi-coupling and purchase additional required multi-coupling at \$5000 each for DMR simulcast (2) \$10,000
- d. Current Municipality Status:
 - i. Port Hope Fire: DMR on Port Hope Channel; paging on County Fire paging
 - ii. Port Hope Public Works: is analog on County Common channel; still required to prepare to go to DMR system.
 - iii. Hamilton Twp. Fire: is analog on Hamilton Twp channel; is ready to migrate to DMR system.
 - iv. Hamilton Twp. Public Works: is analog on the County common channel; is ready to migrate to DMR system.
 - v. Cobourg Fire: DMR on EMO channel; has their own frequency approved by Industry Canada in 2020; needs to purchase multi-coupling for new frequency pair; paging on County Fire paging.
 - vi. Alnwick/Haldimand Twp. Fire: is analog on the County Fire channel; paging on County Fire paging; ready to migrate to DMR system.
 - vii. Alnwick/Haldimand Twp. Public Works: is analog County Common channel; ready to migrate to DMR system.
 - viii. Trent Hills Fire: is analog on a Trent Hills channel; is ready to migrate to DMR system.
 - ix. Trent Hills Public Works: is analog on a Trent Hills channel; is-ready to migrate to DMR system
 - x. Cramahe Twp. Fire: DMR on Cramahe channel; paging on County Fire paging channel.
 - xi. Cramahe Twp. Public Works: DMR on Cramahe channel.
 - xii. Brighton Fire: is analog on Brighton channel (shared with public works); 75% prepared to migrate to DEM system.
 - xiii. Brighton Public Works: is analog on Brighton channel (shared with fire); still required to prepare to go to DMR system.
 - xiv. Northumberland County Transportation: DMR on County channel.

Consultation/Options

As outlined in the Background Information, County Staff have been in constant collaboration and communication with member municipal fire chiefs and public works managers.



BearCom Communications (previous names Turriss Communications and TAS Communications) has been the sole agency delivering service, maintenance, repairs, and upgrades to the County tower and municipal communication systems for over the past 20 to 30 years. Their technicians are considered the single source “experts” in knowing the member municipal communication systems in Northumberland County.

Financial Impact

The \$110,000 from the 2013 Budget Issue Paper remains in reserve. An additional \$152,400 is being requested to complete the initiative as outlined below.

Immediate costs for Step 1 and 2:	-\$248,400
Dismantle/Remove County Tower:	-\$14,000
Existing Reserve:	<u>\$110,000</u>
Remaining Expenses:	-\$152,400

Approximate annual costs to rent space on towers: \$7,800

Annual invoice to 8 municipal partners: \$975

There is no impact to the levy as the entire amount (\$262,400) will be funded from reserve funds.

Risk Considerations

The County tower currently supplies radio coverage for municipal roads and fire departments. The topography in Northumberland County causes gaps in cell coverage with the layout of the existing communications layout. For the past ten years, the County has received inspection reports advising that the tower is an aged infrastructure at risk of failure. The municipal operations will be at risk of loss of communications which will result in the potential failure to respond to emergency situations.

For the past 5 years, the County and member municipalities have been individually upgrading their radio infrastructure within their individual annual budgets. The final steps require the linking of the upgrades to multiple towers thus increasing interoperability and network redundancy amongst the fire and public works services.

If a decision is made to not link the radio upgrades to the multiple towers, the County will need to replace the existing County tower. This decision will not correct the gaps in cell coverage and not improve network redundancy. The County tower will remain a single point of failure.



Impacts to Member Municipalities/Partners

The upgrade to DMR system and removal of the County communications tower, directly impacts the member municipalities. The final steps of linking radios to the towers is a onetime increase to the HSEPD budget for 2022 only. The annual cost to rent space on the multiple towers is a recurring cost which will impact the HSEPD budget every year starting in 2022.

Included in 2021 Long Term Plan: NO

No. Although it was not specifically included in the LTP in the 2021 budget, as outlined in the Background Information, this project has been ongoing for the past 9 years.



2022 Business Plan & Budget

Legislative Services

2021 Accomplishments

Thriving & Inclusive Communities

- Implemented and managed a revised governance structure that introduced six County Standing Committees.
- Managed and supported 17 * County Council meetings (12 regular and 5 special) in the 2021 calendar year, in compliance with legislation.
- Managed and supported 70 * County Standing Committee meetings, including statutory public meetings, in compliance with legislation.
- Ensured public accountability, transparency and best governance practices were maintained throughout the COVID-19 pandemic.
- Provided video conferencing participation and livestreaming viewing options for the public. No complaints received regarding Closed Session meetings.
- Researched legislation to ensure by-laws and policies were presented to Council for timely adoption and enactment.
- Processed Freedom of Information requests under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and ensured compliance. Submitted annual report to the Information and Privacy Commissioner of Ontario. Assisted staff with reports and follow up regarding Privacy Breaches.
- Maintained high levels of customer services for the public including commissioning of documents (while practicing safe COVID-19 protocols).
- Enhanced website information re: Council and Committee Meeting Agendas and Minutes
- Responded to numerous public enquiries, and cultivated positive relationships with community agencies, acting as an ambassador for the County's services and programs.
- Council adopted an updated Flag Policy. The Flag Policy ensures that policies and protocols are observed for the half-masting of flags to recognize local, national, and



international events at County-owned facilities, and, for the use of the Community Flagpole.

- Monitored annual days of recognition for Proclamations.
- Communicated Council decisions to member municipalities, Provincial and Federal partners, and other stakeholders.
- Acted as a liaison between the community and County staff, and, between the community and the member municipalities to assist their navigation of government resources.
- Acted as Signing Authority for Plans of Subdivision under the *Planning Act*.
- Statutory Public Meetings were held as per the relevant Acts, regarding Land Use Planning and County-wide Development Charges.
- Zero investigations were conducted by the County's Integrity Commissioner and Closed Meeting Investigator.

* Council and Committee meeting numbers based on information at time of writing this document.

Leadership in Change

- Onboarded and managed eSCRIBE, the County's new agenda management system to streamline approval of reports and other documents, and agenda and minutes preparation and distribution.
- Created and maintained the official Council and Standing Committee records of the municipality (Minutes, By-laws, Agendas).
- Trained in new meeting management software and trained and supported internal users.
- Provided governance support and resources, and procedural advice and guidance to Council Members and County staff, including the Senior Management Team.
- Provided comprehensive information to Committee and Council Chairs, to ensure professional and efficient meetings.
- Transitioned Deputy Clerk/Executive Assistant to CAO to dedicated position of Deputy Clerk.
- Onboarded and trained new Executive Assistant to the CAO.
- Participated in meetings and consulted with Clerk colleagues at Member Municipalities, Eastern Ontario Wardens' Caucus municipalities, as well as across Ontario



- Participated in training and development courses, workshops, and seminars, including: 2021 ROMA Conference and AMCTO Annual Conference (virtual).

2022 Service Objectives & Initiatives

The County's Legislative Services division delivers open and accessible government by ensuring that independent and impartial statutory and regulatory services provided in an effective and customer focused manner.

Legislative Services includes:

- Access and Privacy – administration of *Municipal Freedom of Information and Protection of Privacy Act*
- Council and Committee management and support
- Corporate signatory for County departments
- Document Commissioning Services
- Freedom of Information / Privacy Breaches – manage and oversee requests and reports
- Northumberland County Housing Corporation – support for Board of Directors
- Policy Development and Review
- Records Management – Council, Standing Committees
- Planning – Statutory Meetings and Signing Authority for Plans of Subdivision under the *Planning Act*

Thriving & Inclusive Communities

- Joint Council meeting will be held with Alderville First Nation Band Council.
- Improve the user experience for Council and the public re: new agenda management system.
- Install an audio/visual system in Council Chambers to enhance transparency and accessibility for our community, for Council and Standing Committee meetings.
- Maintain exemplary levels of customer service for the public.
- Engage and educate the public regarding the essential programs and services delivered by the County.

Leadership in Change

- Complete transition to and training of staff for the agenda management/meeting system.
- Review, research and update by-laws and policies.



- Continue and expand succession planning activities for staff.
- Maintain exemplary levels of customer service for staff and stakeholders.
- Continue to be a best practice advocate for municipal governance processes.

Long Term Plan & Strategic Objectives

Thriving & Inclusive Communities

- Install an audio/visual system in meeting rooms, including Council Chambers to enhance transparency and accessibility for the public.

Leadership in Change

- Comprehensive review of entire Procedural By-law and recommendations to Council
- Comprehensive review of all County By-laws to easily identify those that have been repealed or amended.
- Develop Legislative Services Strategic Plan with performance metrics.
- Develop Standard Operating Procedures for Legislative Services processes.
- Continue to be a best practice advocate for municipal governance processes.



2022 Business Plan & Budget

Natural Heritage Service

Prior Year Accomplishments

Economic Prosperity & Innovation

- Performed 32 Weed Control Act inspections
- Administered 25 permits and 49 site inspections Forest Conservation By-Law permits (August 2021)
- Released and awarded Conifer Harvest Tender for 2021
- Successfully Completed 5-year annual FSC surveillance audit (December 2020)

Sustainable Growth

- Completed Forest Master Plan (November 2021)
- Received funding from Friends of TD for a pollinator demonstration area, bench, and accessible picnic table
- Maintained five 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 temporary full-time 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
 - Other species at-risk
 - New Jersey Tea
 - Invasive species
 - Game cameras
 - Trail records
- Conducted Special management zones inventories
- Participated in ON Butterfly SAR Recovery team discussions



- Participated in Hemlock Woolly Adelgid working group discussions
- Managed 88.5 ha of conifer plantations through timber harvest operations.
- Tree marked 3,205 trees for conifer plantation harvest
- Identified one Forest Black Bear Dens
- Identified 2 forest raptor nests
- Prepared 5 detailed prescriptions for 2020-2021 Conifer Harvest
- Inventoried 283.94 ha of county forest for post-harvest treatments
- Completed 72 forest resource inventory surveys
- Completed 39 Post-Harvest surveys
- Completed 25 Hemlock Woolly Adelgid Surveys
- Completed 14 Black Ash Surveys
- Completed post-harvest restoration on 19.8 ha of County Forest
- Removed 262 Native Poplar in post-harvest restoration
- Removed 160 Invasive Scotch Pine for pre-harvest treatment
- Completed Hemlock Matrix for composed compartments in County Forest
- Applied burlap to 314 trees for Gypsy Moth Caterpillar Control
- Exterminated over 15,000 Gypsy Moth Caterpillars
- Installed 250 Gypsy Moth traps
- Exterminated over 3,000 Gypsy Moths
- Completed Mortality Studies in 4 permanent growth plots
- Completed 17 Plots for Gypsy Moth monitoring
- Performed canopy drone surveys to gauge effects of the 2021 Gypsy Moth outbreak on tree health and mortality across the County Forest
- Implemented an invasive species monitoring and control protocol
- Treated approximately 70 acres of County Forest natural areas for invasive plant species including Dog-strangling Vine, Garlic Mustard, Spotted Knapweed, and Common Buckthorn
- Continued and initiated active ecological restoration across approximately 130 acres of County Forest sensitive ecosystems
- Planted native plants strategically in ecological restoration sites
- Planned and performed a 71-acre prescribed burn to promote valuable oak regeneration, reduce uncontrolled forest fire hazards and restore rare fire-dependent ecosystems
- Implemented deer browsing surveys in hunting-permitted areas of the County Forest to gauge effects of the deer population on reforestation
- Updated and Modified Conifer Harvest Start-Up Meeting
- Continued invasive species control:
- Protected 20 ash trees along the Carstairs Trail 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
 - Graded 20km of trail
- 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 Lower Trent Conservation Authority through the Emerald Ash Borer Replacement Program.
- Administered 25 Forest Conservation By-Law harvest permits (August 2021)

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
- 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

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
- Tree Marking Training
- Society of American Foresters National Convention

2022 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 5-year Conifer Harvest Schedule
- 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
- Worked 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 CIF Training Workshops
- Attend Forest Gene Conservation Training Workshops
- Attend Fire Suppression Training
- 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 Prosperity & Innovation

- 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 Growth

- 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, pre- and post-harvest 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
- Implement Updated Forest Resource Inventory (FRI) Surveys in all Forest Compartments
- Update Forest Compartment Boundaries
- Evaluate use of the property formerly known as 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 collaboration with Ganaraska Region Conservation Authority and other municipalities with respect to outreach, shared equipment, forestry, and recreation opportunities
- Undertake an economic impact assessment of Northumberland County's natural heritage assets and infrastructure with a specific focus on the County Forest

Leadership in Change

- Ensure that employees have opportunities for learning, development and networking and Natural Heritage is a best practices leader
- Continually improve procedures that ensure workplace safety



- Maintain participation on committees such as the Rice Lake Plains Joint Initiative and Eastern Ontario Model Forest's Certification Working Group
- Ensure staff are using the best technology to be the most efficient in their job duties

2022 Issue Paper

Green Infrastructure Stewardship Technician

Purpose

To create a permanent Green Infrastructure Stewardship (GIST) (formerly titled Conservation Stewardship Technician) position within Natural Heritage in the Corporate Services Department. This staff member will conduct ecological work which is essential to inform reports and decisions for the management of Northumberland County's Green Infrastructure/Natural Assets (Northumberland County Forest and Natural Heritage in the County). The GIST will also carry out the stewardship, monitoring, and maintenance of the Natural Heritage of the County Forest.

Ontario Regulation 588/17 legislates that every municipality shall prepare an asset management plan for other municipal infrastructure assets by July 1, 2023, this includes Green Infrastructures (Natural Assets). This position and the long-term management of the Northumberland County Forest is essential for limiting risk, liability by mitigating Climate Change, maintaining Stormwater Management, maintaining Ecosystem Health and has benefits to the Economy and Public Health.

Without this position, the risk and liability to the County, County residents and to users of the Forest increases, and our legal responsibilities and partner agreements would be in jeopardy. Without a GIST position, there will be less efficiency, increased costs, additional contract administration and will impact other core pillars of Forestry and Recreation. In addition, revenue from wood products could be impacted through a change to the County's Forest Stewardship Council (FSC) status.

Background

Green infrastructure is defined as the natural vegetative systems (Natural Assets) and green technologies that collectively provide society with a multitude of economic, environmental, and social benefits.

Natural heritage features (Natural Assets) include both the plants and animals as well as the terrestrial and aquatic features that make up natural communities. These natural communities are linked, in turn, by natural corridors that create the larger natural heritage system.



Natural Heritage systems provide services that support human prosperity and well-being. This includes:

- Climate change mitigation and adaptation
- Stormwater flood reduction and run off prevention
- Ecosystem health (habitat, biodiversity, and fresh water)
- Mental and Physical health
- Community areas for individuals to interact and connect
- Recreational opportunities that contribute to the local economy

Northumberland County Forest is a 5,500-acre forest that provides users with ecological services, forestry resources, and recreational opportunities and receives close to 100,000 visitors per year. The County began acquiring land for the Forest in 1924 in partnership with the Ontario Ministry of Natural Resources to stabilize and restore degraded agricultural lands.

Natural Heritage within Corporate Services manages the Northumberland County Forest including the ecological program. The Natural Heritage manager works with the Forestry Technician, the Forest Trails Coordinator, and the temporary full-time Conservation Stewardship Technician position to complete on the ground ecological activities. This includes inventory and monitoring of species at risk, and invasive species management in the Special Management Zones and throughout the forest. The GIST position would replace the CST position.

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

- Demonstrating leadership in environmental stewardship (Sustainable Growth)

Historically ecological field work was conducted by the Natural Heritage Manager. Strategically having the manager conduct the field work is not the most efficient use of skills and time. Instead, the Manager's time should be focused on writing and directing operational plans, budgeting, and overseeing work that is appropriate to the position. This will also allow the manager to address work on the Forest Master Plan, the Silvicultural Operations Plan, the Restoration Operations Plan and the Integrated Pest Management plan and other strategic plans and duties.

Additionally, a significant portion of the Manager's time over the past year has been dedicated to public relations and engagement with Forest user groups. It is anticipated that the elevated level of outreach required of the Manager's position will continue to increase.



County Natural Heritage staff make decisions on management that rely on the groundwork done through forest, ecological and trail inventories. A full inventory of the mammals, plants and invasive species is required, however has not yet been completed.

There is a need for a conservation operation plan (addressing planting, prescribed burns, and other restoration) and an integrated pest management plan (addressing invasive populations and their control in the Forest and other habitats). On the ground field work must be completed prior to producing these plans and the GIST would be responsible for this site work.

County Forest Bylaw enforcement is done by the Natural Heritage Manager, the Forestry Technician, and the Forest Trails Coordinator during their regular forest activities. The GIST position can assist with this task.

Throughout the County, there has been an increase in Weed Bylaw requests and the desire for information on treatment of noxious and invasive weeds. Populations of invasive species and reports of sightings have been increasing from residents and municipalities. This includes such species as wild parsnip, giant hogweed, dog strangling vine, Japanese knotweed, Oak Wilt, *Lymantria dispar dispar* (formerly Gypsy Moth) and emerald ash borer. Currently this role is fulfilled by the Trails Coordinator and could be shared by the two positions as required, moving to the GIST fulfilling the role.

Natural heritage systems are the forests, wetlands and meadows that provide services to support human prosperity and well-being. The importance of managing the Natural Heritage (Green Infrastructure/ Natural Assets) cannot be understated. Natural assets are necessary for mitigating climate change, storm water manage, ecosystem health and have benefits for the local economy and public health. In 2019 the County was successful in a funding application and is working with the Municipal Natural Assets Initiative to assess the County Forest.

In 2020, a two-year Conservation Stewardship Technician temporary full-time position was approved by Council, running over three years (mid 2019 – mid 2022), which will be finishing in the summer of 2022. Tasks completed in this pilot include:

- Drone surveys of Oak wilt areas, Transport Canada Drone flying training and prescribed burn drone capture.
- Species at risk surveys and restoration as per legislation
- Fauna inventories of the Forest and deer browse monitoring to understand hunting and restoration decisions
- Flora inventories, online community reporting (iNaturalist) project developed
- Invasive species monitoring, mapping, and surveys to guide priority management areas
- Trail camera monitoring and management



- Assessment of all Special Management Zone (SMZ) including ranking of priority using a system developed by the Natural Heritage Manager in conjunction with other provincial experts
- Restoration of Special Management Zones
- Integrated Pest management of the forest including invasive species priority list and surveys
- Conducted a prescribed burn with contractor, monitored impacts
- Treatment of Special Management Zones
- Planned public outreach events but delayed due to Covid-19 restrictions
- Completed webinar training for restoration, Forestry Pesticide License obtained, weed act training and online conference completed and safety training
- Assisted with student training, supervision, and management.
- Connecting with partners with respect to ecology, restoration, and Stewardship.
- Documenting of Natural Heritage Assets and baseline data collecting in preparation for the County Asset Management Plan due in 2023.

Consultation/Options

To address the significant amount of field work and activities that were completed in the pilot and need to continue to be addressed, options were explored, including:

- 1) Cease doing the work currently done by the temporary full-time position.

Invasive species will continue to grow and species at risk and unique species and habitats that are globally important will disappear from the County Forest. Without managing our Natural Assets within the Forest, the quality of the habitats will suffer, and information needed to inform reports will be absent.

The risk and liability associated with choosing this option would be extremely high. A lack of this position would result in a reduction in the ongoing, long term management level of globally rare habitat and the species associated with it. This would negatively impact and reduce species and habitat and would impact the Counties reputation and result in the County not fulfilling agreements such as with the Rice Lake Plains Partnership. Information needed for baseline reports and to be used in the legislated Asset report would be delayed.

Our Forest Stewardship Council (FSC) certification showcases that the forest is being managed in a way that preserves biological diversity. A reduction in our monitoring and management of natural assets could mean a loss of our Forest Stewardship Council classification which could



have impacts to our reputation and wood tender pricing. We are audited on the following with respect to ecology:

- Ensuring High Conservation Values are identified/managed and maintained
- Species at Risk are identified and protected
- Using integrated pest management to prevent and minimize outbreaks of pests and invasive plant spread

2) Hire consultants to complete the work

The County Forest has hired external contractors in the past to address invasive issue in targeted Special Management Zones work within the forest. This has been done as the amount of work is beyond what the Forest Trail Coordinator and staff can do. As invasive species increase, this workload also increases. Hiring of a consultant to complete GIST duties, would be much more expensive. Making the temporary position a full-time position does not fully remove the need for external contract support, however it would allow dedicated staff to oversee, plan and monitor the work. The restoration operations plan, and integrated pest management plan documents would be completed by the Natural Heritage Manager, but the GIST position would complete the groundwork for these plans.

3) Make the current temporary Conservation Stewardship Technician position into a permanent, full time, Green Infrastructure Stewardship Technician

This is the recommended option as it will ensure staff with the proper skill set are hired/maintained and dedicated to the Green Infrastructure of the County Forest. In addition, the position will assist with increasing Weed Bylaw inquires and enforcement The field work done by this position is necessary to make informed decisions regarding the Natural Heritage of the County Forest and provide information for the 2023 Northumberland Asset Management Plan and to manage the Forest on an ongoing, long term basis. It is anticipated that the position would continue to be within the Grade B on the non –union salary grid.

The workplan below documents the GIST work that is essential and will be used to inform management decisions regarding the forest.

- Documenting and stewarding the Natural Heritage Assets of Northumberland County Forest
- Providing baseline information for assessing the Natural Assets in conjunction with the MNAI funded project and for input into the County Assets Management Plan due in 2023 including but not limited to the



state of Green infrastructure, levels of service, asset management strategy and financial strategy.

- Long term, ongoing stewardship of the Green Infrastructure of the County Forest
- Habitat and species monitoring
- Species at risk surveys
- Enforcement and Weed Bylaw assistance
- Recreation and Forestry assistance
- Volunteer staff supervision
- Education and outreach of the Natural Heritage of the Forest
- Invasive species mapping, monitoring, and removal
- Inventories of plants and animals
- Site restoration planning and on the ground stewardship work
- Assistance with student training and supervision
- Completing best management practices within Natural Heritage section
- Collaboration with other Natural Heritage staff to inform decisions made within the County Forest
- Forest fire risk assessments

Field work done by the GIST position is essential to make informed decisions regarding the County Forest and Green Infrastructure. Information collected by this position will be used in the following documents and additional actions will be added to the workplan because of these plans:

- Forest Master Plan
- Silvicultural Operations Plan
- Natural Heritage Strategic Plan
- Conservation Operations Plan
- Integrated Pest Management plan
- Wildfire Assessments and management
- Volunteer operations and management
- Natural Asset Management reports, ecosystem goods and services and natural capital of the Forest

Financial Impact

Staff has consulted with Human Resources and the estimated financial expense for the Green Infrastructure Stewardship Technician position, including benefits and employer costs is broken down below:



Item	2022 Cost
Green Infrastructure Stewardship Technician (salary and employer costs) Total cost provided however 6 months was approved in the 2020 Issue Paper	\$50,000
Equipment and uniform	\$2,000
Learning and Development, Travel, Training, Meals, Mileage	\$4,000
Purchase of Truck (including reflective signage, towing and capper) in 2022	\$60,000
2022 Total Costs for position (includes cost of Truck)	\$116,000
Annual costs for position beyond 2022	\$56,000

(Inflation at a rate of 1.5% would be added on a yearly basis to the total.)

To fund this position, equipment, learning and development and transportation, staff proposes using surplus from the 2021 budget year for 2022, plus, if required an increase in the levy for remaining costs. In 2023, and onwards an increase in the levy is proposed to cover the position.

Risk Considerations

The legislated County Asset Management plan includes Green Infrastructure/Natural Asset Management and is due in 2023. This report documents the current Assets and sets a plan for long-term maintenance and stewardship of these assets. Like Non-Natural Assets, regular monitoring, stewardship, and maintenance of this infrastructure is required. If this is not done, the Assets will decline. Unlike Non-Natural Assets, once species and habitat are gone, it is very difficult to replace them.

The County Forest is the major component of the Counties Natural Assets. Documenting and managing these assets now and in the long term provides essential climate change management and mitigation, health, biodiversity, ecological, economic, and social benefits to the residents of the County.

Invasive species are becoming more prevalent in the County Forest as are noxious weeds in the County. More staff time is needed to deal with these and maintain high service standards. Maintenance of trails is completed by students and the Forest Trails Coordinator. Silviculture (managing, marking, and overseeing the conversion of plantation to native forests) within the Forest is completed by the Forestry Technician. Without the approval of the permanent full-



time GIST position, work completed within the Special Management Zone and beyond the trails would not have dedicated staff.

From a LEAN perspective, the field work should be completed by the Green Infrastructure Stewardship Technician, which will allow the manager to focus time on this time on work such as writing and directing operational plans, budgeting, public engagement and overseeing work appropriate to a manager position.

This position will also carry out on the ground monitoring, restoration, and stewardship of the natural heritage features of the County Forest. Growing the awareness of Natural heritage, including what it is, how County staff are managing it, why it is important and the benefits to residents of the County are key items. Without a Green Infrastructure Stewardship Technician, work planned for the position will need to be done by other staff and the Manager and as well as hiring multiple contractors. This will result in increased contract administration and reduction in projects completed by staff and a higher cost for work done.

With our partner agreements, changes to the levels of field work done in the in the County Forests, could have large negative impacts on the County's and Forest's reputation and the amount we receive for our wood tenders. It would also impact our baseline data collection required for reports and to make decisions on management of the forest. Without this position, the risk and liability to County residents and to users of the Forest increases. It will cost more to manage the forest with contractors and efficiency will be less.

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 healthy forest that contributes to climate change migration, groundwater recharge and having the Natural Assets/Green Infrastructure documented, managed, and monitored.

Included in 2021 Long Term Plan: NO

The position was not noted in the 2022 long term plan and a pilot was administered to determine the ongoing need of the position. Results of the pilot showcase the need for this position especially with the increasing needs with respect to the documentation and



management of Natural Assets/Green Infrastructure. In strategic plans, it has also been documented that there is the need for a position addressing the on the ground ecology and stewardship needs of the County Forest to match the staffing and focus on trails and forestry.

There has been a large yearly increase in invasive species stewardship, restoration requirements, noxious (Weed By-Law) calls and visits, enforcement, and volunteer requirements in the County Forest. These items are not expected to decrease in the future as forest use, ecological outreach and awareness needs increase. The Green Infrastructure Stewardship Technician will have a significant impact on these needs.

2022 Issue Paper

Enhancing awareness of the County Bylaw 21-10 Governing Northumberland County Forest through education and enforcement

Purpose

To reduce County risk and liability, implement, enhanced education and enforcement of County Bylaw 21-10 to address the issue of increased illegal Forest Use and collect information on 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 steward the habitat and species within the County Forest.

The Forest is approaching 100,000 visitors per year and these numbers increase yearly.

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 forest use and an increase in Bylaw issues. At the beginning of Covid-19 in March 2020, two staff members were assaulted during a Bylaw patrol in the forest. The Forest was closed per Provincial direction, and parking lots were blocked with wooden barriers. Daily, these barriers were removed, and in some cases burned. Through the Safe Restart Program, metal barriers were installed at parking lots.

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 users of the Forest are required to have one of the following:

- Operate an off-road vehicle with proof of membership in good standing with 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

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

In 2021, a pilot was conducted with a local firm to document use, enforce Bylaw 21-10 on the behalf of the County and reduce safety, liability, and risk issues. This was approved as a 2021 Issue paper for \$25,000. The firm conducted 61 patrols, had 2000 interactions at a cost of \$14,000 dollars (based on values to June). This amount was covered through Safe Restart Funding.



Consultation/Options

County Court Services, the County Prosecutor, 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.

In preparation for the 2021 pilot, options were reviewed and evaluated.

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 would be the preferred option, but the cost to hire, equip and train would be more expensive than 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 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, education, and 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.

- 3) Hire the Ontario Provincial Police (OPP)

Currently an agreement exists with the Township of Alnwick/Haldimand for police services within the Forest. This agreement is renewed annually and should continue. Having the OPP in the forest is ideal, as they can deal with issues that may arise, and they have access to information that private contractors don't. However, patrols do not specifically address



provisions of the Municipal Bylaw and the cost of their services is approximately three times the price an enforcement firm. Additionally, OPP staff availability for forest patrols are limited.

Based on the 2021 pilot, staff recommend that there be a collaboration of OPP and a Bylaw Firm enforcement in the forest. The OPP is a requirement within the Forest. They are trained and can lay charges using the Highway Traffic Act and other offences. An enforcement firm would be used both on trails and as educators at trailheads, at various times of the day, night, and weekend. This is effective in monitoring the forest use in the absence of County staff and can address issues with more confrontational visitors along the trails on weekends and after business hours. Enforcement at trailheads provides valuable data to staff while maintaining awareness of the forest Bylaw and natural heritage value to visitors.

Financial Impact

The cost of securing an enforcement firm for patrols within the forest and potential court time would be \$25,000. This amount would maintain the existing amount approved by Council through an increase in the levy in the 2021 issue papers. The cost of OPP patrols is in the budget and would not change. If at the end of 2021, there is room within the budget for carry over, these funds will be used to offset the cost of this Issue Paper.

Item	Yearly Costs
Contract Local Enforcement Bylaw Firm funded through the Levy	\$25,000

(Inflation at a rate of 1.5% would be added on a yearly basis to the total.)

Risk Considerations

Unless enhanced patrols take place, the risk and liability for the Corporation, as well as staff and user safety are an increasing concern. Without continuing to address this issue, the County is exposed to high risk.

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 2021 Long Term Plan: NO

No, currently enforcement was covered by Natural Heritage staff, OPP and through a pilot with a local Bylaw firm in 2021. Based on this 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.

2022 Issue Paper

Changes to Transfer Amounts for Snowmobile Reserve and 2022 Snowmobile Purchase

Purpose

To purchase a new snowmobile to replace the current 2015 snowmobile and to increase the Reserve to account for the increased cost of replacement.

Background

Natural Heritage purchased the snowmobile new in 2015 and a reserve was established at that time to replace the snowmobile in 2022.

Consultation/Options

The snowmobile is used by all staff for access to the forest in winter for conducting forestry, ecology, and recreation work and for monitoring forest use.

Financial Impact

The reserve will be at \$14,000 in 2022 and this money will be used to purchase a new snowmobile. With Covid and the increase in purchases of recreational vehicles and supply issues, it is estimated that the cost to replace the current snowmobile will be \$20,000. The current snowmobile will be sold, and any proceeds will go towards offsetting the purchase price of the new snowmobile.

Therefore, going forward, staff will transfer \$1,200 from the Natural Heritage budget per year plus inflation to cover the increased cost of replacing the snowmobile. There are no additional fuels costs associated with this purchase as they are within the previous budget. Maintenance is also covered in the existing budget.

Item	Amount
Reserve Snowmobile amount in 2022	\$14,000
Expected Cost to Replace Snowmobile in 2022	\$20,000



Amount to be added from Natural Heritage budget to Snowmobile Reserve to cover estimated cost of Snowmobile purchase in 2022	\$6,000
Fuel and Maintenance	\$ covered in existing budget
Total Snowmobile Reserve Amount per year starting in 2023, to be transferred from existing Natural Heritage Budget	\$6,000 over 5 years, or \$1,200 per year plus inflation

Risk Considerations

The snowmobile is necessary for management, monitoring, and stewardship of the forest.

Impacts to Member Municipalities/Partners

The snowmobile will be used by Natural Heritage staff for management and maintenance of the County Forest which will benefit residents in Northumberland County.

Included in 2021 Long Term Plan: YES

Yes. This vehicle's replacement is in the long-term budget, due to shortages and Covid buying of recreational vehicles the price is higher than the reserve amount.

2022 Business Plan & Budget

Cultural Heritage (NCAM)

Prior Year Accomplishments

Economic Prosperity & Innovation

- Submitted application to FedDev Ontario Community Revitalization Fund for \$566 250 towards greenspace on Northumberland County campus as part of the GPL/NCAM redevelopment.
- Submitted application to Museum Assistance Program – Indigenous Heritage stream for development of Ojibwe language exhibit in main gallery in new NCAM.
- Updated website to provide options to donate to NCAM’s capital projects, permanent exhibitions and the Ojibwe language exhibit.
- Developed sponsorship and fundraising package to promote opportunities to support NCAM’s exhibitions and programming.

Sustainable Growth

- Contributed to planning and design discussions for the construction of the dedicated Archives & Museum facility.
- Continued to provide archival services for member municipalities and select organizations through shared service agreements.
- Hosted two Durham College Library and Information Technician program placement students.
- As of August 31, 2021:
- NCAM received and processed 163 research inquiries from across Northumberland County, Canada, and internationally.
- NCAM has hosted limited researchers on site since March 13, 2020, opening periodically by appointment across the pandemic.
- NCAM’s volunteer program has been suspended since March 13, 2020.
- NCAM accessioned 6 new collections including significant donations from Royal Canadian Legion Branch 133 and Willow Beach Field Naturalists.

Thriving & Inclusive Communities

- e wiindmaagzijig, (Indigenous Advisory Circle) continues to provide guidance to lead the development of NCAM’s inaugural exhibitions in the new the NCAM. E wiindmaagzijig is



made up of Indigenous experts in the fields of academia and language revitalization, Elders and Knowledge Keepers, and representatives from Williams Treaty First Nations.

Leadership in Change

- Developed unique brand for NCAM to:
 - Visually communicate NCAM’s goal to be a visitor-centric facility that is inclusive, authentic, exploratory, and connected;
 - Highlight the unique cultural asset and tourist destination that NCAM offers;
 - Encourage residents and partners to easily identify NCAM; and,
 - Excite the public about new service offerings as NCAM continues to grow.

2022 Service Objectives & Initiatives

Economic Prosperity & Innovation

- Continue to work with Grant Writer to research and apply for grant/funding opportunities for capital projects, exhibitions, programs, and services to reduce dependency on levy funding.
- Implement sponsorship funding program to support exhibition development and public program initiatives.

Sustainable Growth

- Continue to develop detailed design for inaugural exhibitions in new NCAM in collaboration with e wiindmaagzijig and exhibit designers, Entro Communications Inc.
- Continue to collaborate with GPL/NCAM re-development team to ensure functional design of NCAM, and inclusion of necessary specialized equipment.
- Continue to review staffing levels and functions and develop recommendations considering current and future needs.
- Propose one part-time Visitor Experience Representative position for NCAM in 2023 to meet enhanced service demands.
- Continue improving 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).
- Prepare for relocation of entire NCAM collection to new facility.

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.

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
- Grow division structure and staffing complement to support preparations for transition to the new facility and sustain enhanced operations at a new, municipal archives and museum facility
- Consider partnership opportunities with diverse program streams that can support digital initiatives of information management and archives (GIS, Computer Programming etc.).
- 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.)
- Continue to conduct client research to understand the needs and expectations of our stakeholders
- 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.

Leadership in Change

- 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.

2022 Issue Paper

Relocation services for NCAM collection

Purpose

To request additional funding to hire fine art movers to relocate Northumberland County Archives and Museum's collection to the new GPL/NCAM facility.

Background

Northumberland County Archives & Museum (NCAM) collects, cares for and provides access to artefacts and archival materials that represent the people, places and development of Northumberland County. The majority of NCAM's collection is currently stored at 200 Ontario Street, co-located with the Cobourg Public Library. Larger artefacts including furniture and architectural and infrastructure features are stored offsite in Cobourg at 55 King Street W (Victoria Hall), 600 William Street and the Veronica Street garage.

NCAM staff have completed a high-level risk assessment for the relocation of the collection (see Table under Risk Considerations) and continue to complete a detailed collection inventory, artefact conservation assessments, rehouse artefacts for safe storage and travel, and are completing a relocation plan to map new locations for each box and artefact in collaboration with SpaceSaver Inc.

NCAM's collection includes approximately 519 linear metres and over 400 artefacts which translates to approximately 1400 boxes of varying sizes.

According to the GPL/NCAM redevelopment project schedule NCAM's move-in date is November 2022.

Consultation/Options

The following organizations/departments/industry professionals continue to be consulted throughout the development of NCAM's relocation plan:

- Peterborough Museum and Archives – Susan Neale, Executive Director of PMA
- Belleville and Hastings County Community Archives – Amanda Hall, Archivist
- Maltby & Associates Inc. – Sue Maltby, Object Conservator



- Spacesaver Inc. – Rob McClelland, Storage Solutions Specialist
- Northumberland County Facilities Department
- Town of Cobourg Facilities Department
- Cobourg Public Library Staff

Industry literature and advisors who have conducted recent relocation projects for entire collections emphasize the importance of careful preparation and documentation, pre-move conservation treatment, clear communication with all stakeholders, trained staff, volunteers and external contractors, and knowledgeable staff dedicated to activity coordination at both locations on move day.

Option 1: Hire specialized fine art movers to assist relocation

Hiring an expert team of specialized movers familiar with the unique packing and handling requirements for fine art/artefact collections ensures:

- All NCAM's collection items are relocated safely and efficiently
- Appropriate transportation and installation equipment with trained operators is available and onsite
- NCAM staff can effectively focus on managing the overall relocation project including coordinating activities at the old and new location, supervising personnel and volunteer tasks, and monitoring safe handling and security of the collection from door to door

Option 2: Relocate NCAM collection using internal staff and volunteers

Relocating NCAM's collection solely without participation of professional fine art movers is not recommended. The magnitude and sensitivity of this relocation project requires specialized equipment and expertise to ensure no one gets hurt and no artefacts are damaged. County and Town of Cobourg facilities staff involvement in the preparation and coordination of this relocation project is vital, however, these departments do not have the appropriate equipment or capacity to dedicate staff to safely and efficiently pack and transport a significant number of pallets of boxes and large, heavy, awkward artefacts.

Financial Impact

Financial impact will total \$20 000.

\$2500 per truck with 2 expert personnel per day:

- 3 days preparation: includes training, transportation planning and packing/inspection/evaluation (to be completed well in advance)
- 2 days moving collection: involves loading and unloading pallets from 4 locations
- 2 days installation of oversized artefacts

- 1 day contingency

Risk Considerations

Table 1: Relocation Risk Assessment

Threat	Risk Level	Mitigation
Physical damage to collection (improper handling, shock, impact, vibration, pressure, abrasion)	High	Condition assessments completed before and after move Conservation: stabilization and rehousing Handling training for staff, contractors and volunteers Appropriate packing techniques and materials Adequate time for each stage of relocation with additional contingency of 10%
Physical problems for personnel	High	Selection of appropriate personnel for physical roles, including external contractors Training in safe handling, including external contractors Regular changing of tasks when carrying out repetitive actions Use of correct moving equipment
Accidental loss/dissociation	Medium	Personnel assigned to oversee planning and management of relocation Accurate catalogue records/shelf lists in electronic format for origin and destination Methodical sequence/production line for packing and placing items in crates/on skids, movement in and out of vehicles, removing items from packing and storing in designated locations
Theft	Low	Use of staff in security/monitoring roles to oversee packing and move Audit of stock at each phase of relocation Use of secure fastenings and locks in vehicles Adequate insurance coverage

Adapted from Canadian Conservation Institute's 10 Agents of Deterioration



Impacts to Member Municipalities/Partners

NCAM is the official repository for:

- the Township of Alwick/Haldimand
- the Municipality of Brighton
- the Town of Cobourg
- the Township of Cramahe
- the Codrington Women's Institute
- the Cobourg Library Board
- the Marie Dressler Foundation

Relocating service agreement collections safely and efficiently is imperative to maintain the accessibility and security of municipal and organizational records as required under the Municipal Act and current service agreement provisions. Maintaining service levels for public access for researchers is also a priority.

Included in 2021 Long Term Plan: YES